



THE CEO's
MIND

BUSINESS ETHICS - SOCIAL RESPONSIBILITY

PROPHET W. MAGAYA



ACKNOWLEDGEMENT

I give all my respect and love to the Yadah-Tv Partners who have stood the test of time and have been there with me over the past five years. Above all, I would like to thank my wife Mama Magaya and all my children for standing with me in support of my vision.

I speak and declare that the reading of this prophetic writing shifts your entire organisation to be amongst the largest in the world. May you be increased in all the areas of your life. May the voice of God, which inspired me to write this book inspire you to transform your organisation and life in Jesus's Mighty Name.





INTRODUCTION



I am writing this book believing that all basics an entrepreneur require, that are necessary for a Chief Executive Officer or “CEO”, you already have. Basically, I want to talk to CEOs in this book. I intend to communicate with those that are carrying a vision, have followers and people looking up to them.

My opinion at this moment is you already have a mentor; you are already reading at least four books a month and your horizon is different from your followers. I am believing that your ethics and the basics principles needed by a person in leadership are already embodied in you. If not, I am sorry to say this is the wrong book for you. This book is solely for champions, for those ready to shape generations and to change the world.

If you are not yet a champion from within, I refer you to some of the other books that I wrote such as Billion

I N T R O D U C T I O N

Dollar Class-1 and Billion Dollar Class-2. I also refer you to Leadership Part-1 and Leadership Part-2 to learn the basics. In this book, I will not write about the basics. I write believing that you understand the basics and you and I are moving forward to change the world and to influence those that we lead.

This is a book that will focus on changing a culture. It will teach you how to react in fire and how to come out of a fire unscathed. I believe that you have meditated on all the principles of success, that you have spoken them, and they are clear in your heart.

Being ready for this book means you are not trying to succeed. You are already successful but probably failing to breakthrough into a certain horizon. I come with words that are inspired to change you and place you in a sphere where you will become untouchable. You are a CEO. I believe that this book will ignite you with new energy, the kind of energy that will transform you and your followers.

I am believing that this book will give you the power and the drive that will make you go ahead with confidence and authority.

Are you the CEO of your life?

Are you the CEO of your company?

Are you the CEO of your organisation?

I N T R O D U C T I O N

I want you to read this book from Chapter 1 to the end.

Yes, just a Chapter may help you, but it is vital that you finish reading the whole book because it will help you tremendously. It will train and teach you what has never been taught in any university or any institution of higher learning.

It will teach and train you to become somebody whom this world is not ready for but a person that the financial kingdom and money are ready for. It will teach you to trap the benefits of both the unseen world and the financial kingdom as well as teaching you the art of always being on top of the financial world.

The pint-size minded will not finish reading this book. Neither will the ones that give up quickly in life. This book will shove aside the weak and attract the tough ones, commonly described as winners.

It is a journey that I have taken through my life, a five-year experience in a book. This is a book summarising what I have gone through in all the little companies that I started, which have since become giants on the market.

This book can transform your thinking and change the way that you look at things. It cuts across religion and race and if implemented in any country or economy, will bring about change.

A pride of lions led by a sheep is weaker than a flock of sheep led by a lion.

Remember, I have always said that the success of any

I N T R O D U C T I O N

organisation is determined by the one who is leading it.

If the leader is weak, the followers are weak and if the leader is energised, the followers are energised. To be precise, a leader must have an art, a skill and a way of transferring his or her energy to followers.

This book will teach you everything. The tricks, tactics and motivation to succeed as a CEO as well as giving you spiritual inspiration. I encourage you to read this book and after you are done, give it to your followers to also read.

In my years of teaching, there is a theory I believed. It was part of me and worked for me for four years only to be proven untrue in 2017.

I believed that whenever you are hiring the most important person such as a CEO or General Manager in your organisation, you must find someone who is already within the organisation and performing well. A person that the organisation will be reluctant to lose. I thought that the best performers always lasted the longest in an organisation and believed that the ones that changed organisations were the weakest performers until I met Mr. Mwene.

Mr. Mwene proved me wrong. He had been CEO in 16 companies by the time I met him for an interview. I was eager to understand why he had been fired 16 times in his life.

He proved me wrong as he answered and said, “Man of

I N T R O D U C T I O N

God I was never fired but each time I moved to greener pastures I was promoted. I went to companies that were dead and I resurrected them. I turned things around for success by changing cultures. I made dead elephants rise and start to walk and resurrected banks and nations in the process. I was hired by the World Bank and gave life to some of its departments. I influenced policies in the IMF”.

When he spoke to me, I could see his eyes light up, I saw life in him. It became clear to me that this was the type of CEO that would change an organisation for the best when appointed. I was so excited and told him, I would take his story as my own inspiration.

As I write this book Mr. Mwene has gone on to add to his list of accomplishments. The principles I gleaned from him will transform your life for the better if you apply them. I was excited to apply them in my life because I believe every day is an opportunity to learn and that day, I honestly learnt a lot listening to Mr. Mwene. It was a good six-hour talk but it has become a life-changing story for me and I wish the same for your life.

I want that fire that is dead in your company to be reignited. I want that sleeping giant that is your company to rise again. Today I want to talk to the CEO that can change the mindset of his followers because only an inspired CEO can make other followers stand in any inferno.

It is the CEO who can enable others to withstand any pressure that can be present in the operating environment. I want to talk to the CEO because if the CEO is motivated, followers will also be motivated.

MY AIM AND MY GOAL IS TO CREATE WINNERS!





OFFSIDE PAGES



OFF-SIDES: This book is comprised of some pages that explain things that seem “out of topic”. These are statements and titbits that inspire me as an individual. Statements that I think will motivate you as you read them. They might not seem relevant to the book so I will call them “Off-sides”. Read all of them and see if they do not tickle your min.





A statue in Japan where your age isn't the
measure of wisdom, but rather the
awareness and knowledge you have.



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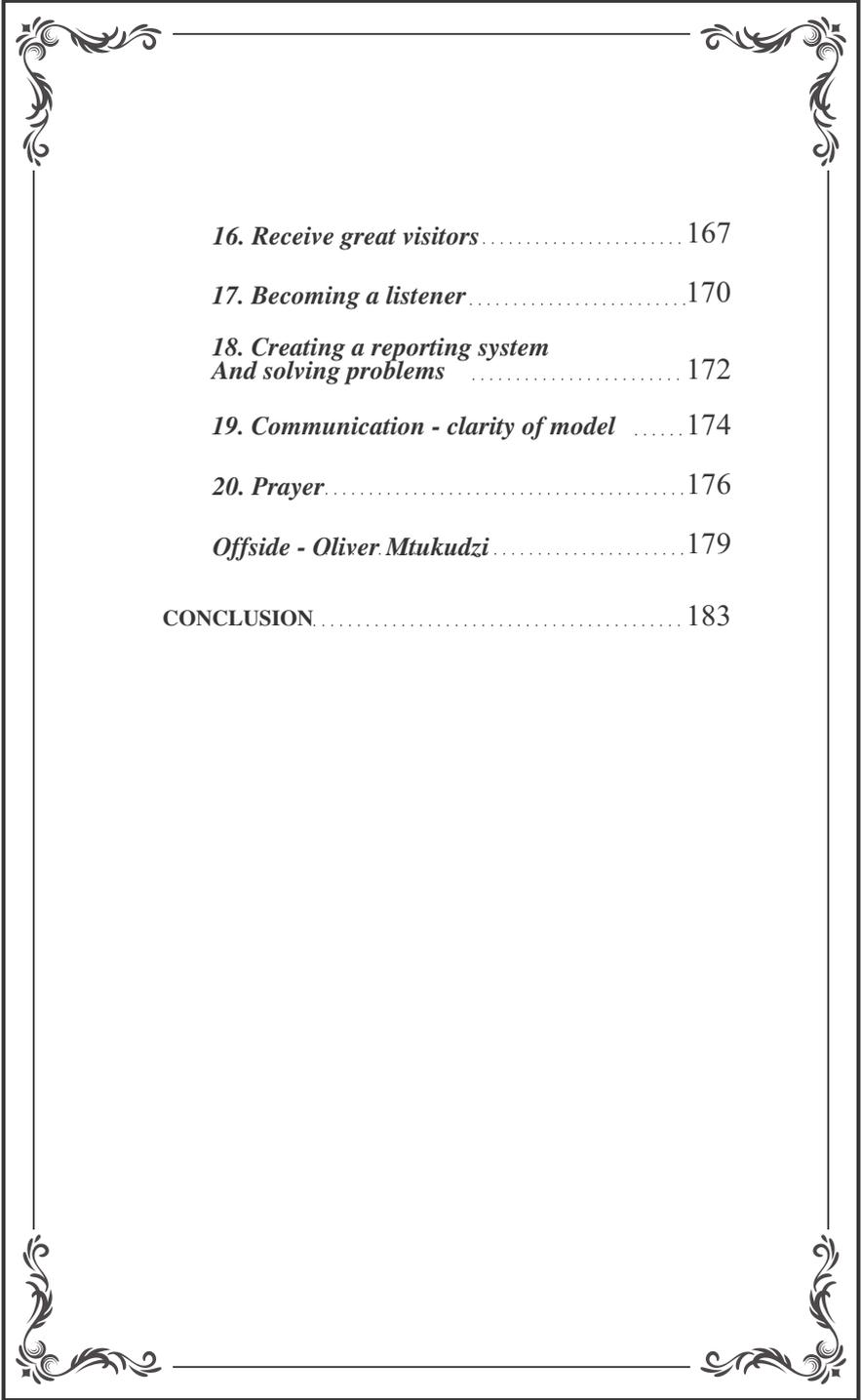




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CHAPTER 1

THE C.E.O



When one employs a CEO, the expectation is for that person to lead the organisation. The people below the CEO and the organisation's Board Members expect a lot from the CEO.

Among other things, they expect a transformation of the organisation. People expect the CEO to be someone who is going to lead the organisation to the next best level.

One is not appointed CEO to maintain the same standards or to take the organisation where it has been taken before. Coming on board as a CEO means that there is an expectation for one to have a vision, a horizon and a path to the chart for everyone.

Your team and onlookers expect good and big ideas for a magical transformation of the organisation. They anticipate that you will create a team that has the same energy and speed as yours. The challenge now is that many people take the CEO's position like any other ordinary position. They do not see it as a role model's position, when in fact, it is a position people look at, respect and admire.

Here is a challenge, many people take this key position only to take others where they have been before. That on its own is a failure. The true success of a CEO is taking people to a place where they all wish to be.

A good CEO comes and gives the team assurance that they can do it and assuredly, shows the way. The biggest problem comes when someone takes people to a place

where they have been before.

Now, as I take you through the coming chapters of this book it is very important for you to know that the tactics and the tips for success are in two different forms. I will be highlighting the traits of a good CEO and a bad CEO. I will also be highlighting what a CEO needs to do to succeed. These are key qualities for changing an organisation.

For example, I want to start by tackling the issue of the mood. The mood of every organisation is determined by the CEO's mood. Yes, I am talking about the general mood, I am talking about the general character of the CEO.

How you carry yourself in that top position cascades down to the last office. If you are a happy person, even your workers will be happy. Do not force people to smile when you as the CEO cannot even put a smile on your face, it doesn't work that way.

What you showcase is what is seen across the organisation. In this book, I will also deal with how you can create leaders around you. Do not expect people to become leaders when you do not train them to be leaders.

A perfect leader's motive is to create other leaders. People who carry the same zeal, energy, see the same horizon and same vision as the CEO. You are supposed to create people of such a calibre.

In this Chapter, I am talking about this trait of leadership. An art of driving the whole train to the same destination.

- What is your vision?
- What are you trying to make of the nation?
- What are you trying to make of the organisation?

You are the CEO; people must believe in your vision and the authority of your office. You drive followers in a certain mood, therefore give them the same mood you expect them to have. Set the pace by giving them the proper mood.

Do your followers have the mood for work? Show them how it is done. Are they in the mood of smiling as they work? Show them how it is done. Do not expect them to be happy as they work when you as the CEO are angry. Many CEO's think that becoming untouchable and sending commands downwards will work wonders and get the work done. Well, that is a lie. A good CEO must lead and show the way. When you show the way, people follow your way and that's the essence of what a good CEO does.

It is crucial that as a CEO you create leaders around you. If you want to grow and develop an organisation, it is of paramount importance that you create other leaders. You

must create an environment that permits the growth of other leaders. You need to always be conscious of the fact that everything hinges on leadership.

My CEO, you must understand that it is key that you become the model. People's eyes are on you as you do things. As the role model, you should give them the zeal to the point that they will say, "We want to follow that person". This is what makes you their mentor. As you mentor them, you start to monitor their actions. As you monitor their actions you start to motivate them to do more. As they do more, then as a leader or CEO you must multiply them by creating other leaders.

You must start to multiply good people. It is very, very fundamental that you multiply good people. You must create an environment that multiplies good people.

Remember, I said when you get into an organisation, first and foremost you are the model and you become a mentor because of your actions. You start to monitor the ways of your followers, then you motivate them to continuously perform well. By so doing you multiply good people. This is the art of a CEO.

Whenever you get to a place and you become a leader, your first and fundamental role is to create other leaders. This will help your leadership. In the subsequent Chapters you shall come across where I talk about, "Who is moving your ladder?" It is a meaningful concept that I learnt from a certain author in America.

I will speak of a ladder as a tool for reaching the highest level. Ladder movers are key people that can help you to stretch to other levels. However, for you to have such people called ladder movers, you must create a conducive environment for them.

A proper CEO ignites a fire and becomes the model. When it is that way, everyone in the organisation wishes to become like you. Here is a question to you, “Does everyone in your organisation desire to dress like you, imitate your talk or act like you?” If that is the case, then you are a good CEO. On the contrary, if everyone else looks at you and they cannot relate with you then something is terribly wrong.

A true CEO creates an environment that is conducive for people to, see you as their model, then you start to mentor them. When you mentor them, you start to monitor them, which then enables you to motivate and multiply them.

These are the important 5 M’s, which if followed should multiply the leaders in the organisation. As they keep moving and pulling in one direction, I assure you **THERE IS NO WAY THAT YOU CAN FAIL**. I guarantee you success if you follow the 5 M’s tip.

Summary of the 5 M's

1. Model
2. Monitor
3. Mentor
4. Motivate
5. Multiply

In the coming Chapters My CEO, there is a part that is very crucial. It is the issue of hiring and firing without understanding the culture required to drive the organisation forward. I will expand it fully but before you hire or before you fire do you understand what you are bringing in or what you are changing? It is not always an issue of changing people but sometimes it is an issue of changing the culture. I will expand more on this subject as we go along. This Chapter is highlighting why I wrote this book as well as explaining the reasons why I speak to CEO's. Remember, the objective is to have a good CEO who can change and bring fire to a dead organisation. The aim is to rise and shine.

I am believing that so far you have picked out some vital facts that are key in your organisation. Your vision must be known to everyone. As a CEO your vision, organogram and the reporting system should be clear to everyone. I am talking of the general things; the reporting system, tax regulations, the movement of finances within the organisation, operating model, the Executive and Management team, all must be clear to everyone. All essentials for running an organisation must be clear to everyone.

Allow me to refer to my previous books such as The Billion Dollar Class and Leadership series. Every leader must do physical exercise and make it a point to eat healthy food because as good leaders you must be able to impart that good positive energy to others. They must first see it in you as you lead the way.



A wolf Pushing Snow Whilst Others Follow



Truly, your purpose as the mentor is to create an environment to motivate, monitor and multiply because you are the role model.

A true CEO must believe in people, offer them time and encourage them. People cannot be nurtured from a distance they can only be nurtured when you go into their circles, closer to them. Most CEO's do not want to be close to their people, they think that they will lose power.

To tell you the truth, if you are powerful – you are powerful and if you are not, you are not. If you go to people and offer a potential leader your time it is an investment because you groom and develop them. It is vital that you spend time with your workers and develop them into leaders.

Remember, you are trying to get a team that will support and stand by you. When you are with them you must show them that you believe in them and believe that they can achieve great results.

When you expect more from people, people will also rise to the occasion to meet your expectations. However, when you become judgemental or create examinations, speculations and interrogative statements, you give them a sense that they are being tested and they will cautiously withdraw

They will not work to be productive but rather as if as they are being examined. Instead, encourage them, show them you believe in them. I assure you, when you make people aware that you believe in them, you motivate them to release their maximum potential.

Everyone is packed with great potential but if you do not

show them that you believe in them, they will not perform to the best of their potential. You need everyone to rise to their fullest potential, it is very, very important. I will expand more on this in a Chapter to come.

As a conclusion to this chapter, the biggest weakness that I found in CEOs is that they do not operate on truth. They are never amongst people to get the true picture of what is happening. If they are amongst people, it is with those who submit and are aligned to them and such people will NEVER tell them the truth.

A proper CEO goes to the last person and listens to every problem, this is key. Whether you are a President or a person in leadership, note that a good leader is a good listener, this will help you to grow your organisation. If you do not listen, your organisation will collapse and this is a fact.

Take note of the fact that negative feedback is a very big blessing to the CEO, it makes you grow. Create a culture and ways which allow you to listen to things that might result in the downfall of the organization. If you take note of that and implement it, you will experience dramatic change.

Are you listening so that you bring change to the organisation, my CEO?

Take note of this, this game is about winning. It is about strategies, beating time and convincing the world that you can do it. The value you have within is the value that

must bring income to you. When you have developed well, you are paid to be what you are. You are paid because of the greatness that is packed inside you. It is crucial that you take note of the fact that time is never on your side. Everything moves very fast because you are competing with a dynamic world, a place that is undergoing continuous digital transformation.

Time is moving; therefore, your strategies must be swift. You cannot afford to be like any other CEO. When you get to this position of being a CEO, you must know that you are in competition and the competition is you, not anyone else.

Rather, you are competing with yourself to get more value in whatever you are doing. You are competing in whatever you are doing so that you can attain the highest possible level.

As you look at yourself, you have buried potential within. You must be able to unleash that potential. My CEO ensure that you unveil the greatness that is packed inside you. For that potential to be unleashed, you must light that fire, that zeal and always tell yourself “I can do it”.

I personally learnt after Mr. Mwene spoke to me that there is nothing under the sun that I cannot do, it is only about creating a vision and making it bigger.

As that vision grows, I take it as the biblical Goliath and look at myself as the small David. Small as I may be, I should have tactics that are very big, big enough to knock

out any giant.

This is the mind of a CEO. A proper CEO must see himself as a giant slayer. Here you are with an intimidating opportunity ahead of you. The economy may be in decline, but look back, the followers are looking up to you. Just like that wolf leading the whole pack in snow, charting a way with its chest, your followers equally look up to you to pave the way.

Even in a hard economy where the nation is facing an economic crunch, you must not give up. A seasoned CEO does not surrender, you cannot give up! You must continue to push. You are called a CEO, so when the economy says, “No”, you say, “Yes”.

I have consistently taught that you do not change goals because things are tough. Instead, you change the strategy, you change the way you are going to attain the goals. I always ensure that I remind myself regularly that, “I do not change the goals, but I change strategy”.

When I launched Aguma in November 2018 it was blocked in Zimbabwe, but I managed to register it in other countries using a different name. I did not change my goal, but I changed my strategy.

You see, in life when things seem difficult and you are pushed away from an environment, do not shut the door. There is no CEO who pushes away his vision because things seem tough. You change your strategy.

Here is a question to you, “If you are having a tough task ahead of you in your company or organisation, what new strategy are you going to use?” That new strategy is your breakthrough to success, and it must be attained. You must win the case, but the question is, what strategy are you going to use my CEO? You cannot give up; you continue to push.





CEO UNDERSTANDING BUSINESS



On the cover of the book I wrote that, “We are no longer in the world of standardization, but we are now in the world of customization.” It is an ancient style for a CEO to go to a new company and maintain the existing standards. That is serious failure.

You must not go and maintain a standard in existence, instead, you must go and create a new culture. You must go and create a culture that is needed by customers to expand the business.

You see, like I said earlier on, I do not want you to be a CEO who maintains things but a CEO who changes things. A certain movement, new culture or new way of doing things must be brought into the company upon your arrival.

Look at what Samsung or Apple are doing, they listen to the users and understand what they need. They then customise their products and services according to the needs of the

consumers or users.

Ericsson failed to maintain the standard and in turn failed to maintain the mobile phone business. You as the CEO must create a certain customization line.

After all has been said, "What do you do now?" The answer is you must become a listening CEO.

Next question then becomes, what is a listening CEO? It simply means you create strategies which allow people to give you feedback. Strategies that allow people to tell you their needs. You create ways of listening to the users and end-users.

When they submit complaints, that's your biggest advantage. You must learn to listen to complaints. When one is complaining over your product, you must listen to them, you must give the best of your attention. When that is sorted, then you will be home and dry.

I started the same in my church, I used to force people to get delivered. Of course, people want to be delivered but they hunger to be blessed more than they hunger to be delivered. I changed my approach to blessing them.

I told them to bring in their business documents and I blessed them. As they saw better results in their businesses they started responding. Surely, when I release a blessing over their businesses, their businesses and life changes.

When I shifted to blessings which also changed their life, it

meant I set blessings as the standard of running the church. It means I looked at the needs of the church and customized according to their needs. I looked at what the church needed, and I did that.

You see, for you to go through those 5 M's mentioned earlier on, you must show the way. For them to copy and to follow you as their role model you must understand the way. Understanding the market is key as it can motivate your people and in turn make them more like you.

Marketing is not understood by everyone, you must have what are called angels. It is fundamental for every CEO to have what are called "hidden angels". Having hidden angels is a skill or an art in which you have people who study and research for you. People who do the work for you and then you make informed decisions out of their work.

Personally, I have got such people in my life, they are dear, and I call them "private angels". Private angels are people hidden behind the scenes, yet they go out of their way to research on your behalf and pour out their findings to you.

I call them private angels because they are not seen by the public eye and it is only the glory that shines on you as a result of their efforts that is seen by the public.

You are the Chief Executive Officer and you can have such people in your life. They come to you and they rescue you with information. They rescue you in research and studies. In the eyes of many you are a great CEO but deep inside you, you are fully aware of where you are getting your

information.

I have very important questions to you My CEO.

Do you have private angels?

Do you have people who come to you and give you information whilst you are seated?

When you become a CEO, it is a demanding position, people expect you to have all the answers. You need to have people that do not have to knock on your door for an appointment.

If all people around you must book an appointment to see you and you do not have private angels, then you have failed as a CEO. Allow me to talk to you CEO, have private angels who go behind the scenes to research for you and bring you information.

Yes, you must pay them, and these people do not operate in a formal way. These private angels are not known by people. They are your friends; you can laugh with them and you can have coffee with them later in the day.

These are the people you must support more than anyone else. These are the people you must be there for more than any other. **THEY ARE PRIVATE ANGELS WHO COME BY NIGHT!**



MALASYIAN PRESIDENT

“In a stunning election upset, Malaysia’s 92-year-old Mahathir Mohamad has defeated his one-time protégé, the incumbent Najib Razak at Wednesday’s fiercely contested polls. Mahathir’s win ends the ruling Barisan National coalition’s six-decade-long monopoly, paving the way for the country’s first transition of power since independence more than half a century ago.

Mahathir, Malaysia’s longest-serving prime minister, stepped out of retirement and defected from the party he helped entrench in order to lead the opposition. When he is sworn in, Mahathir will become the world’s oldest head of government.” Source www.time.com

Mahathir Mohamad the current President of Malaysia was succeeded by Najib Razak but got back into power as an opposition leader after he won elections on the 10th of May 2018. He brought in drastic changes which include arresting the one person whom he saw fit to be his successor.



MALASYIAN PRESIDENT (Part 2)

“KUALA LUMPUR: Former Malaysian prime minister Najib Razak on Monday (Dec 10 2018) was arrested by the country’s anti-graft agency over alleged “tampering” of the 1Malaysia Development Berhad (1MDB) audit report.

In a report, the Star said Najib was arrested at around 11am at the Malaysian Anti-Corruption Commission (MACC) headquarters shortly after he arrived at the premises for further questioning over the issue.”

Source <https://www.channelnewsasia.com>.

When Mahathir Mohamad was quizzed on his actions, he disclosed that they were good men when they started off but power changed them. Their mission of serving the nation was diverted to feeding their own egos.

“£200m hoard found in homes of ousted Malaysia PM





MALASYIAN PRESIDENT (Part 3)

Najib Razak," telegraph.co.uk reporter.

Lesson learnt: If people are in power it can get into their heads. They take themselves as gods. Yes, everyone is a little god but do not allow power or the people kneeling before you make you think that you are superior or are above the law. You really need to manage your power and control your emotions. You might be the super power today but tomorrow you will need the cleaner.

Trust me, they all start good!



UNDERSTANDING THE TEAM



When Jesus Christ came on earth, He knew what He wanted to achieve. He was supposed to come, get betrayed, be crucified, rise from the dead and ascend to heaven. His mission was clear, this made it even easier for Him to choose His team.

There is one thing I have realised, people move in a direction without understanding the team that they are working with; hence, they wrongly position people. It is key to understand the people you are going to be choosing.

Earlier I explained and mentioned a part which is very important in which I said every CEO must create leaders among the people he will be coaching. Yes, it is very important, but you can only create perfect leaders among the team if you understand who they are.

You are starting your business, who are you going to partner with? Who are you going to be moving with? This is a very, very important thing. If you do not know who you are moving with you are going to be moving with your enemy.

Creating a team is very important, Jesus wanted 12 disciples for His mission, and He chose 12 disciples. Look at how He did it, He never chose disciples from a particular church because He knew that what He was carrying and delivering was non-denominational, it was universal.

He went on the streets, went to those who were already in business. He told them to stop being fishermen but to be fishers of men. He transformed physicians into preachers and transformed tent makers into preachers.

He knew His mission and He wanted dedicated people. He chose Judas among the people so He could betray Him. This was very key for His strategy, so you as a CEO, when you have been promoted or are starting something new, the team that you move with is very important. You need to have a good team.

In football when Mourinho moved from Manchester he

bought Pogba to support his midfield. Every manager or CEO of any big football club in the world first monitors the players before signing them, because the manager may be a good person but if your team is wrong you are doomed.

You want to go into farming, I understand, you will interview people but as you interview people what are you looking at? It is very important to know. I have a farmer's story to share. The person was very good. I made him a CEO because he understood his crops, but he never survived into the second year because of the many mistakes he made.





MY FARM MANAGER



After listening to his knowledge of planting, cultivating, harvesting and all the chemicals that are required I hired him. I gave him the power and authority over my 6000 hectares of farmland. My aim was to make myself the biggest farmer in the country.

Yes, he was full of knowledge, I tell you I have never met a person who knows crops like him. He had all the information one would ever want to know about crops. He would study the rain-flow and the terrain. He understood the tractors among a host of other sophisticated farm machinery. He was my CEO, I learnt a lot from him but the biggest lesson that I learnt from him was that one can be a good worker in terms of results but may fail to relate with the co-workers.

Somehow after doing such a good job, he would just push you into firing him daily.

1. He did not know how to communicate.
2. He could not relate with co-workers.

Yes, as a CEO you are supposed to command but as a basic need, you have to show the way. He knew how to do it, but he was too commanding instead of showing people how things should be done. He had a “special” ability to irritate the board to the point that the board members wanted him gone. He was a farm manager with results, he harvested 14 tonnes of maize per hectare, which was unheard of in that area. He produced results for me, but I couldn't take him for another season. He lacked the art of multiplying leaders and relating as a CEO.

As I said, do not be like my Farm Manager. I remember watching a movie in which the man who was the CEO had an art of competing. He instilled competition in his workers, through incentives that would motivate workers to go ahead and give all their energy. Everyone was supporting his vision including the cleaners. His team was very supportive of him. His art was like that of a wolf. He had a way of herding his gang akin to wolves. As you know wolves can sacrifice and take the leading role even in the most dangerous situations so that others can follow. My Farm Manager was extremely good and was a crop expert, but he was bad at relating with others.

Here are the basic questions for you.

- Can you relate with your workers?
- Can they give you enough energy?
- Or you are like my Farm Manager, you fail to relate and only dictate? If you dictate, they give less energy because they find you boring and irritating.

You must become an artisan of relations when you relate properly people will give you energy. Do not become like my Farm manager.

When I started coaching Yadah Football Club after being number 14 or so in our local soccer league, I realised that we had good players, but the coach was not giving them their correct positions. My first art was to understand the team and to know their capabilities.

I placed them according to their biggest strengths. I always teach and say a person must do what they love most and what they are good at. Some people like to do marketing, but they are not good at it. People tend to like doing things they are not good at.

The most important task for you as you work with your team is to try and prophesy their potential, try and pick out and keep in mind what they are good at and what they are not good at. I tell you; you will get their biggest strengths out of them.

When I went to Yadah Football Club end of 2018 I realized their biggest mistake was bad positioning which caused

confusion within the team. The issue was not really about body size but about skill and accuracy. It was about knowing what to do, the skill and the art of defence within them were supposed to be picked by the coach. It was the Coach's responsibility to position them correctly, but he was failing, hence my having to step in and reposition them.

You as the CEO are supposed to ensure that everyone is correctly positioned. You can only see this when you get close to people. Remember I told you to remain close to people so that you get to know them better and allow them to do what they love most and what they do best.




 D r . S E B I

“There's no money in the cure—the money is in the sickness. The pharmaceutical business not only needs you sick but doesn't make money if you're well.”

What if I told you I had a cure for AIDS? Would you believe me? What about cancer? Or diabetes? There are those who believe that Dr. Sebi, born Alfredo Bowman—a world-renowned vegetarian herbalist, healer, pathologist and biochemist—had the cure for all of them, all the diseases that bring devastation and an altered existence before snatching the lives of those who don't break free.

There are many who believe that Dr. Sebi, who was not a licensed physician, became a threat to a multibillion-dollar medical industry that not only relies on continued sickness but also needs it; it profits from it.

On May 28, 2016, Dr. Sebi was arrested at Juan Manuel Gálvez International Airport in Honduras for carrying some \$37,000 in cash. He was released pending a court hearing, only to be rearrested June 3 by the Ministerio Público, Honduras' version of the FBI, and charged with money laundering. Dr. Sebi remained in custody until Aug. 6, when he was rushed to a local hospital reportedly suffering from complications of pneumonia. Dr. Sebi died en route. He was 82. Below are five mysteries surrounding his life and his death.



1. Dr. Sebi Cures AIDS?

Dr. Sebi rose to cultlike fame pushing a simple dietary premise: that food is alkaline for the body, and dead foods kill your body's natural ability to heal and regenerate healing. By eliminating what Dr. Sebi considered toxic foods—like meat, poultry, seafood, all processed or synthetic items, alcohol, sugar, fried food and iodized salt—the body could begin detoxing. Replacing those foods with plain ripe fruit; nonstarchy vegetables, especially leafy greens; raw nuts and nut butters; and grains like quinoa, rye and kamut promotes the body's natural healing properties. In doing so, he claimed to have cured several patients of AIDS, cancer, diabetes and blindness.

2. Dr. Sebi's Court Case

The myth of Dr. Sebi grew stronger in 1988 after the self-taught herbalist ran ads in the Amsterdam News, the Village Voice and the New York Post noting that "AIDS has been cured." The story goes that the New York State attorney general and New York City Department of Consumer Affairs told Dr. Sebi to remove the ads; he refused and was arrested. The charges leveled against him included practicing medicine without a license, selling products not approved by the Food and Drug Administration, and fraudulently claiming that he could cure AIDS and other diseases. The judge asked Dr. Sebi to bring in one patient who could testify that he had cured



him or her of these potentially fatal diseases. He reportedly provided 70 patients and won the case. And the legend of Dr. Sebi was born.

3. Dr. Sebi's Arrest

Dr. Sebi's arrest records have not been released, so it remains unclear as to why he was arrested, released and then rearrested for carrying so much cash, since it wouldn't have been unusual for a healer who had treated several high-profile clients—who reportedly included Michael Jackson, Lisa "Left Eye" Lopes, John Travolta and Eddie Murphy—to have a large amount of money on him. Lopes was actually in Honduras visiting Dr. Sebi when she died.

4. Dr. Sebi's Family Couldn't Get Him Out of Jail

Dr. Sebi was born in 1933 in Honduras and spent his life there. He had 17 children. Dr. Sebi's family was reportedly trying to get him released from custody, but to no avail. He was held for over a month with no court date, although no serious crime had been committed. Because he had no court date after his second arrest, bail was never set.

5. Dr. Sebi Never Received Major Acclaim

Major newspapers didn't cover his death; in fact, major newspapers barely covered his life. Surely a man who not only claims to have cured cancer but also beat a lawsuit alleging that he was a quack by bringing in apparently



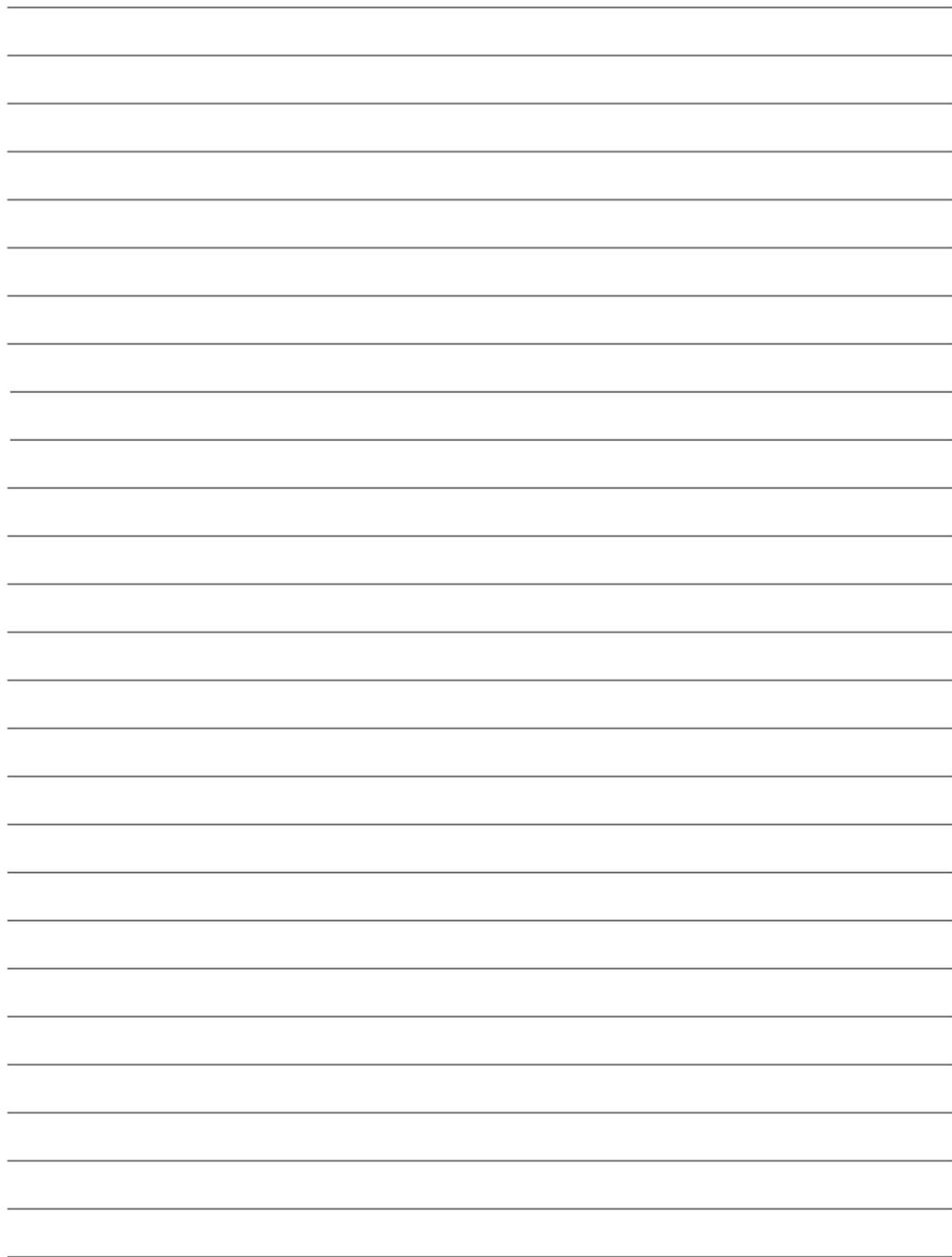
healed patients into the courtroom would be someone the world would want to hear more from? Newspapers didn't even invest energy in debunking his claims.

Conspiracy theorists believe that the lack of attention paid to Dr. Sebi's teachings, the lack of publicity surrounding his reported successes, and the mystery surrounding his arrest and death are because, as any street hustler can tell you, there's no money in the cure—the money is in the sickness. The pharmaceutical business not only needs you sick but doesn't make money if you're well.

It's easy to write off conspiracy theorists as loons who invest too much time in “internet thinking,” but I wonder if some of us are too connected to conventional thinking just because it's what we know. Conventional thinking has me questioning why prescription medications have commercials if you have to have a prescription to obtain them.

Drugs are big business in this country, and Dr. Sebi was pushing a healthy lifestyle that moved people toward better eating and, in turn, less medication. I don't know if I'm ready to choose between the red and the blue pill, but it does lead me back to my original question: If I told you I had a cure for AIDS, would you believe me?







CHAPTER 2

THE CULTURE



As I begin this chapter let me start off by defining culture. Culture is the ideas, customs and social behaviour of a particular people or society, as well as their arts and other manifestations of human intellectual achievement regarded collectively.

I have noticed that what causes differences in countries is culture. I am talking about the people's ideas and their way of living. At one point when we were constructing the Yadah Marble factory I employed some Chinese nationals for about 5 months.

Every day they complained of something new in the culture of my people. They always said, “Your work culture is different from ours”. They always questioned why we chose to sleep yet we were behind. No one seemed to understand what they were saying and continued to knock off at 4.30pm yet the Chinese still insisted on working.

You've heard of several western companies employing a predominantly Asian workforce. This is purely because of how willing they are to reach their end goal. This isn't to say that people from other parts of the world are not hardworking, but the Chinese are hard-wired to achieve success.

Being competitive and having a goal-oriented spirit is inherent to every Chinese person and is further instilled at a very tender age. The proof lies in the fact that multitudes of their countrymen are employed in companies all over the world. They believe in hard work.

What I also realised is that when they were eating, during working breaks they never ate from a table but would eat whilst squatting or crouching. One could tell that, what made them squat was, so they eat quickly and rush back to work.

It stopped them from relaxing or delaying going back to work. Their culture of working enables them to attain their target within the shortest time frame. When you go to China and they are constructing a building, they do 24-hour operations, that is the Chinese mood and that is their culture.

I remember when I was constructing the Yadah Hotel, I did it in 4 months and we were working for 24 hours. Those who visited us during construction would lament and say, “You are doing it the Chinese way.” You have adopted the Chinese culture and you have the Chinese attitude of doing things”. They were referring to the Chinese culture of doing things.

One of the days as I was talking to Mr. Mwene, he said, “Prophet, whenever I visit any workplace there is one thing that I take note of, the culture in an environment may not be a winning culture or it may be a distraction to the goals that need to be attained. So, what I do first is that I colonise the people with a winning culture.”

I developed interest in Mr. Mwene as he got deep into his explanations about the winning culture. He said to me, “I go

very deep to ensure I colonise people because when people are colonised, their culture changes.” He also said, “First of all I look at the products then I ask myself, “What is it that I can customise? What is it that I can bring to the client and the client will love? The most important thing that I have realised is the issue of culture.”

As I continued to listen to him, he went further to explain that, “People believe in hiring and firing but if you hire a person who is coming into a culture which is already wrong his or her performance will be swallowed by the wrong culture. The person may have zeal but if the culture is not addressed, surely they will be swallowed and will not perform.” After hearing that, it refreshed my memory on related issues that took place in PHD Ministries.

There was a time when I wanted to turn PHD Ministries around and I hired some people from Zimbabwe Broadcasting Corporation (ZBC) whilst some were local lawyers. I asked them to revamp the systems. I wanted things that were clear, but they failed to penetrate, they failed to breakthrough. Why? Simply because my people had a culture which I had imparted on them. I had taught them that there could never be any other reporting system, hence the team that I had hired failed. A hired person who comes to operate in such an environment finds it very difficult to perform. They cannot go anywhere.

As Mr. Mwene continued to explain I realised that surely, China has a culture, Zimbabwe has its own culture, South Africa has its culture, Zambia has a culture and any other

country in the world has their own as well.

If the culture does not change, even if the President has the most brilliant ideas, it will not flourish because of the prevailing culture. There is need to change the old culture in the Ruling Party first and then bring in a new one so that the brilliant ideas of the President can manifest fully. If the culture hasn't changed then any idea no matter how good, cannot and will not penetrate.

What this entails is that even if you place an extremely good man, he will fail to execute to his potential and thus, fail. You end up judging him wrongly, simply because they are in a place where the culture has not changed and is not enabling. What has changed is the one who is leading but the culture has remained the same. If the culture is not addressed, then you are going nowhere.

As I continue to address this subject, I will specify clearly what I mean and address it fully. I am talking about attitude, the way people dress, walk, react to situations and the way they react to time. All this is about culture.

There are some wrong cultures which do not promote growth in any environment. If they are not attended to then you are going nowhere. Mr. Mwene went on to add that, “The most difficult place that I have worked in was the Democratic Republic of Congo (DRC).

The people there have a culture of sleeping in the afternoon, from 1.00pm to 3.00pm it is their lunch break. They go and

sleep and call it a siesta. No matter what you want to do, you cannot meet deadlines because of such a culture.”

Mr. Mwene also said that, “During the first 3 months I was addressing that culture I told them not to sleep for 2 hours and taught them that lunch time is only an hour. To them it was more like a violation of their rights.”

His narration reminded me of one person who went to DRC to evangelize and spread the Gospel. The movement of the Holy Spirit was limited by their Rhumba culture, that is, the way they sang and danced.

He realised that in order to promote the movement of the Holy Spirit he had to change the culture first. He was supposed to colonise them with a culture that promoted the movement of the Holy Spirit because without that, some of them preferred just to dance.

I want to ask you this vital question, “Which culture is surrounding or blocking movement or growth within your company?”

A wrong culture defines the result of any project. If your project is stagnant on a certain level and not breaking into the next best level it is a straight sign that the culture within must change.

There is a limitation that a culture brings hence, you need to bring in another attitude or mood into the environment, that is what I am defining as culture. If that is not addressed, it

means that you get to a certain level and you hit a ceiling until you bring in something new.

As I continue to explain in this book, we are doing two things here, deleting what is wrong and installing what is good at the same time. You must have a double link, delete what is wrong and install the good because you cannot change a culture without installing another, it must move hand in hand.

As the CEO the first thing that you must weed out is the wrong culture. I will address the aspect of “Ladder holders”, these are the people who must move with your vision. If they are to support your vision, they must carry that good culture which will support the vision.

What I am talking about are simple things, you are trying to attain a Billion Dollars but your workers knock-off at 4.00pm because it is in their system. What you are supposed to do in such a case is to become a role model by addressing how they think, react and their daily behaviour.

MY CEO, IF GIVEN AN ORGANISATION BENT ON A WRONG CULTURE YOU CANNOT TAKE IT ANYWHERE! I have personally experienced it and I assure you that you will not go anywhere.

At one point in my life God blessed me with a company called Takzim. I had reached what I thought was the ceiling, but I felt that the market was still open. The market wasn't saturated yet, but I could not penetrate the market further.

What I then did was that I hired a gentleman called Ngoni. Ngoni came into Takzim in 2006. I said, “Ngoni, this is Takzim for you. I want you to revamp it. I want you to change it”. He tried and within a month, the company literally moved slightly upwards, this shifted the financial horizon.

Then after two months Ngoni regressed, his sales went down to where we were before he landed in Takzim. I asked him what was wrong, but he could not pick out what had drained his energy, the vibe was gone.

Both he and I could not decipher the cause until the day that I interacted with Mr. Mwene. It dawned on me afterwards that indeed Ngoni's efforts and mine were swept away by the culture which existed at that time. Ngoni came on board a troubled ship and unfortunately, he did not change the environment. He continued to operate in the same culture.

Ngoni had no clue why I had brought him on board, the major reason behind his appointment was the fact that our sales were going down. His role was to revive the sales, but his sales did not improve the company significantly. He was swallowed by the prevailing culture. Truthfully speaking, culture swallows everyone.

Before Britain colonised Zimbabwe in 1889, people did not dress the way we are dressing today. The British colonised us and imparted their dressing on us. Before them, we were not talking the way we are talking now. They colonised us

and gave us a language. They took over our way of thinking and gave us their way of thinking using their education system.

As CEO, when you go to a new organisation, the first and most important thing to do is to colonise their mind. It is to your greatest advantage to quickly find a way of colonising their mind.

This will change their culture and environment. One way of attaining this is through competition and incentives. You must try to change their mindset. This is not an easy task at all, it is extremely difficult.

If the prevailing culture is producing good results, then don't change it. The objective is to have a winning culture, a well-oiled culture, a culture that is producing results. If you are the newly appointed CEO of any organisation, identify the culture that was left by your predecessor.

I am talking about the type of dressing and how your subordinates greet clients. You see, if you bring in anyone who is good but does not change the culture, they will end up acting like everyone else and continue to erode the success of the company.

I have personally experienced it in PHD Ministries. I trained Ushers successfully and then placed them among bad people. Instead of them changing the environment they also joined in with the bad ones and ended up being the same as the bad ones.

Why? Simply because there was a culture of rudeness and arrogance that was planted over time, which we had failed to root out.

What is needed is to weed out the old and bring in a new culture. And this cannot happen unless there is depth of wisdom that is implemented because what brings change is a certain way of sliding in which then forces the mind to adopt to a new culture.

Remember, there is one thing that I want you to understand; if you think of floor polish in Zimbabwe you will think of the Cobra brand. If you think of toothpaste you will think of Colgate. If you are asked, who went to the moon, you will first think of Neil Armstrong. If you think of the best basket baller the person who comes to your mind is Michael Jordan. Just think of the best Golfers, then Tiger Woods and Nick Price pop in your mind.

There is one thing that I want you to understand, it is the fact that the first impression is always deeper than the subsequent rest. Therefore, if a company, church or country was struck by wrong culture, it is difficult to bring in a new culture.

When the President of the Republic of Zimbabwe announced, “Zimbabwe is open for business”, soon after taking over the leadership of the country in November 2017, it was a very powerful and meaningful statement which showed people especially from across the borders that the country was indeed, open for business. I think it

only worked for a few months. The question then becomes, why?

He made the statement in a land that had a continuous culture for 37 years. A culture of bad administration practices and misrepresentation among a host of other irregularities that block investors from coming into the country. My view is that there is need for firmness on administration practices and the hospitality of the nation before inviting the international community to invest in Zimbabwe.

We must create a ground that can give access and a culture that can receive anyone who intends to invest in the country. There was a very powerful statement and invitation, “Zimbabwe is open for business”. The President himself was announcing to the world that we are open for business, but the major question was whether the administrative arms were ready or not.

Was the general environment ready? Were our airports ready? Was our country's hospitality team ready to treat investors well or all they wanted were bribes?

People took advantage of this and demanded hand outs and bribes in order to introduce potential investors to the new President, simply because that was our Zimbabwean culture, that is what we do. This bad culture can and will block the President's good intentions.



G A D D A F I

“Libya died with Gaddafi. The people of Libya have never been worse off.

One Mahommed, a 31 year old Libyan spoke words that largely resonated with the general feeling in his country. He said, “I joined the revolution in the first days and fought against Gaddafi. Before 2011, I hated Gaddafi more than anyone. But now, life is much, much harder, and I have become his biggest fan.” The country has seen a five-fold increase in the cost of food, unpaid salaries for months, the rise of Islamic State terror and worsening electricity black-outs.

Nothing improved after Gaddafi and the country sees it now. Mahmoud, another Libyan added his own words of disappointment in the bitter fruits of the revolution, “We have had seven governments since 2011 and what have they achieved?’ The only thing we can see is new dustbins because one of the early governments installed these new large bins across Tripoli. We still point to them and laugh, saying it's the only achievement of the





G A D D A F I (p a r t 2)

revolution.”

I do not know how far true this is, but it is said that Gaddafi used to sell oil on behalf of the country and he would distribute the proceeds equally among the whole nation.

He seemed like a dictator until he was captured and killed on 20 October 2011. The whole nation then realized that he was a hero as he was distributing proceeds from oil sales among them. When Gaddafi was ruling Libya, education was free among a lot of other benefits. He was taken out of a pit like a nobody and killed but Libya is now regretting his death.

The lesson I derived from his life is that the people you feed today can turn against you. They will only realize your importance when you are gone. Now they realize they need him but sadly he is already gone. Mohammed Magariaf the current president is failing to do just half of what Gaddafi used to do in terms of providing for the nation and distributing the proceeds from oil among the



**G A D D A F I (p a r t 3)**

nation like Gaddafi used to. Well, some may say he was keeping the bigger chunk for himself but I think at least he was distributing enough to make the life of Libyans easier and better.

I believe every man has his weaknesses but the fact that he would distribute the proceeds of oil to everyone was a sign of good leadership. The current leadership is failing and the masses are suffering.

WHILST YOU ARE ALIVE OF WHAT VALUE ARE YOU TO THE PEOPLE AROUND YOU?

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HOW TO CHANGE A CULTURE



What is the first step then? It is to change the culture and the attitude. Next question then becomes how this can be done. This can be achieved by seriously planting words into the hearts of the people. The words being that they are a different people, until people know that they are indeed, a different people. If there is no change of culture, then the new ideas will be swallowed by the existing culture.

You have been given an opportunity to make a difference, CEO. You have the fire and the enthusiasm. You have the vision and you want people to follow you. You want to become a model and mentor to the followers so that you motivate and multiply them.

You are about to create leaders around you. The first thing

that you must hit hard on and address is the culture. Yes, start by the simple things that they can change. Make it known that it can be done. Of course, it is difficult for people to let go of what they are used to doing because old habit is die hard. People can admire and follow whatever is easy. However, if it is something difficult, people will resist. Indeed, culture is a difficult issue.

For example, if I may ask, why do many people prefer transacting in hard cash and not plastic money in a country like Zimbabwe? Here in Zimbabwe people believe that if you have cash you are powerful and that has become a culture. Those with cash have priority tills in shops and around other service providers. However, if you go to United Kingdom or any other developed country, they use plastic money, they swipe with their bank cards because their transaction costs are low.

However, in Zimbabwe the mentality of holding cash which is associated with power is perpetuated by the high transaction charges associated with online payments and plastic money. As a result, much of the cash is in the hands of the public thereby promoting a cash crisis, a crisis which has caused headaches to the leaders of the nation. That is the culture in Zimbabwe.

The cash crisis cannot be addressed until the prevailing culture is addressed. You address it by preaching, and you address it by placing proper words into the minds of the people. If you don't address the culture of a nation you

cannot lead the people successfully. Right now, the culture in Zimbabwe states that, whoever is on top is bad, whoever is in power is a bad person. So, in other words if you don't address that culture and get into power you will still be labelled as bad.

Even if we were to give the opposition Party the power to rule Zimbabwe, I tell you they will be criticized within a very short space of time. This is because it's a culture in Zimbabwe which makes us diminish anyone in power, we just don't appreciate them. It is not in us to celebrate winners that's why when one travels across Zimbabwe, they will never see pictures of Peter Ndlovu, Benjani Mwaruwari or other heroes in the history of Zimbabwe. We don't have a culture of celebrating the success of others.

Whoever comes into power will not be celebrated, they are only celebrated before they get into power. Let's look at what the first President of South Africa, Nelson Mandela did when he came into power. He changed the culture.

There was continuous fighting between the black and white South Africans. How did he end this? He united them by changing the culture. He called South Africa, the Rainbow Nation. He changed the Apartheid mentality.

Therefore, it was easy for Ramaphosa to rule South Africa, he came on board when the culture had been changed. If he had come before the culture was changed, he was going to rule the nation in chaos. You see, the first mandate of any leader coming into power is to change the culture and instill

a culture that can listen and abide by instructions. Impart a culture that will follow advice and help to shift the leadership to higher levels.

So, if you are going to become a leader, a CEO or you are creating your own company, if you start with a wrong culture you will never succeed. Culture needs to be addressed before you take your new steps.

When Mr. Mwene was talking to me about culture, I could sense his passion, he was literally shaking. You could tell that the words were coming from a seasoned person who had worked in over 16 huge organisations and a man who had learnt from vast cultures. I kept listening as he was talking about culture.

Remember, I took it as my own learning. I took it as my theory, and I told myself that I would implement it in my life because it made me realize an area that I was lacking in. I was lacking the potential to dominate and bring a new culture, mainly on the aspect of altars, where you ensure that your altar reigns over other altars.

I could see his passion and felt; he was surely trying to tell me something. He was trying to tell me that, “Man of God if culture is not changed, nothing can change for the better”. One must bring a culture that is not an ordinary culture but a winning one that brings motivation.

A culture like the Chinese culture which makes them to

work 24 hours. Just like the American culture which makes them think that they are the greatest in the whole world. No matter how bad they perform they don't see themselves as inferior.

How can Brazil rise? Brazil can rise if their President can take the culture of soccer and tell the nation that they are footballers. If this is implemented, then they can develop even their industrial side. They will rise to the top because if whoever is on top brings a new culture it influences the followers.

Here I am going to tackle some of the basic questions you should be asking yourselves as an organization.

Are you carrying a winning culture or what you have is disturbing people?

This is one of the very basic things. I am talking about arrival, knock-off time and commitment in changing levels.

- Are your workers upgrading themselves?
- Are they empowering themselves?

I am referring to basic things like a simple smile. Those are the things that describe the culture of an organization.

- When a client walks in, what type of aura are they received in?
- What is your culture?
- How is it received?

If that is not addressed, it means you are going nowhere. You will go back to the same position that they were in before you came in.

Being granted the opportunity to head an organisation or nation requires that you change the culture otherwise you are doomed. You are going nowhere!

Just like in business and everywhere else, culture dominates to the extent that if you don't understand it, you won't make it despite your huge intentions.

Let me tell you another one of my short stories. I went to Swaziland, a nation deeply rooted in culture. They have their way of doing things that is significantly different from other nations. When it comes to business, they don't believe in starting big, they start by starting no matter how small whereas me as an individual I want to start big and I want to do big.

When I went there, I realised that unless I prove myself in the small, they will never believe me to do the huge things because it's their culture. They believe that whoever is good must prove themselves first with the tiny things before they expand. If you go to any nation or any new environment, you need to understand their culture first.

If you don't satisfy the culture you will not get the market. It's a simple equation; satisfy the culture and get the market, failure to satisfy the culture results in loss. If you want to

bring a new culture into the market, you need to work very hard to convince the market fully and win their confidence. I have realised that many countries have cultures that limit people from growing.

One day I was talking to Zhaimu Jambo as we were seated at the Yadah Hotel sports field, whilst I was having popcorn (maputi) and a freezit (the cheapest beverage on the local market). I asked him what he thought about Khama Billiat and he replied, “Oh that one is a champion. He’s an amazing player”. He complimented him. He started explaining how Khama Billiat was when he got into Kaizer Chiefs. He said, “When he came in, he was carrying the whole team on his shoulders. He would play more than anyone else and you could see great zeal in his eyes. Three to four games later, I saw Khama Billiat toning down, though prior to that the coach had been giving him praises. The coach believed in Khama Billiat and labelled him the best player ever. He believed he didn’t deserve to play in Africa”.

Khama Billiat lost his vibe, I asked him why that had happened, and I could tell from his response that Khama was swallowed by the Kaizer Chiefs culture. Not everyone was pulling in the same direction, he was a brilliant player, but his effort was being swallowed by the culture of his team.

Take a close look at some of the countries that have changed Governors or the Ministers of Finance. When the Governor of the Reserve Bank or Minister of Finance starts work, you can tell that he is packed with very good economic reforms which can turn the national fiscus around.

One month down the line, you wonder where that zeal and vibe the Minister or Governor had has vanished to. It simply means all was swallowed by a wrong culture. If culture is not addressed, it can swallow even the biggest champions.

What I have realised on culture is this, if the culture is wrong then you will also attract wrong people. If your culture involves a disorganised structure it means you will also attract disorganized people.

For example, in church the calibre of people in attendance is attracted by the culture of the Church. In business terms if your culture is wrong, you only attract dishonest, naïve and desperate people.

If people are naïve and desperate and they are coming to your organization, it means you do not have professional and calm people who can run with your vision. I will expand more on this in the next chapter.

A winning culture can be implemented gradually, and you can achieve it. I am referring to a culture in which if you give people authority, they truly carry authority. The reporting system is clear, that is people know who they report to and everyone knows their parameters, the working hours and attitudes are very clear.

People must be clear on the do's and don'ts and have a culture of achieving the set goals. You are also creating an environment in which you appreciate everyone who has

accomplished anything for you. In other words, you are creating a culture in which people are giving you value and you are also giving them value. A culture that wins is a culture that appreciates people when they have done good.

There is room for learning. There are systems that allow development as well as systems that encourage people to do better. As Yadah Football Club we played a friendly match against a team from Mufakose and we won 6-0. We were playing against a very strong team which included some premier league players.

After the match the other team coach offered to give me two of his children to train with us after the realization of our seriousness. He was not asking for money like other teams would, but he had seen our culture and wanted his team members to develop. He is also a Premier League coach, but he realised we were better than him because we were carrying a winning culture.





A WINNING CULTURE



A winning culture is a conducive environment. A winning culture is implemented by the CEO. It is an environment which promotes people to excel continuously.

- What is your culture?
- What have you created?
- What are people seeing and how do they feel when they are at your workplace?

We had a problem in PHD Ministries at some point, we created a losing culture even though we were growing gradually. It made us not to reach the highest horizon although the gift was there.

We attracted naïve people, people that were desperate and people who were not ready. If at your workplace you have

desperate people then you are losers, you will not go anywhere. You need to attract people who are calm and ready to develop themselves and in turn develop the organization.

Every winning culture has a practice of reflection, whereby people sit down and analyse what they have done, where they have gone wrong and what they have not achieved. This enables them to correct all the past mistakes in order to move forward. If you see your organization not reflecting or looking back at where you are failing, then you carry a losing culture. This is one of the reasons why you are failing.

Change the culture of an organisation to change it is outcome





CHINA

It is a fact that the education system in China is allowing the children to do wonders, it is also a fact that the British and Americans have also changed their education system in line with the future.

However, the educational system that was used during the colonization era is still in place in Africa. It is so saddening to note that nothing has been done to change this type of education, meaning we are still colonized and ancient.





CONCLUSION ON CULTURE



It is imperative to know that as you strive to change a culture, there are ideas that must come to you. Changing culture is installing a totally new culture. The one that you are installing is a winning culture that will make the people winners.

I remember looking into the eyes of Mr. Mwene when he said, “Whenever I go to a new organisation, I make sure that I dominate by changing the culture. I install the winning culture. That culture makes the team feel that they are a powerful lot. I instil a culture that motivates individuals to work. I place incentives to encourage people to adapt to the new culture. I stamp authority in order to bring a winning culture. Trust me, it is tough because you are shifting people from how they were used to doing things.”

In the 5M’s remember, I said you are a role model before

you become their mentor. Don't try to change people's culture yet yours is not even worth emulating. For people to adapt to your culture, your first moves must be very clear for them to comprehend and follow.

As you do this, you motivate others to follow in your steps. It's obvious that people cannot change before you as the leader have changed. The "Do as I say and not as I do" concept does not work in meaningful leadership. That's an art for managers, not leaders like you, they must do as you do.

It is said that, if you want to break the addiction of a cigarette smoker, you can do so by substituting the cigarette with a pencil. When the pencil touches their lips, they literally take it as a cigarette placed on their lips. So, when I say substitute a culture by a culture, it means you are taking something that is bad and replacing it with something that is good; replacing death with life.

- Laziness is a culture.
- Being rude is a culture.
- Lack of productiveness and lack of strategy is a culture.
- Lack of self-empowerment is a culture.

Culture is in people's bones, it is in their spirit, that's who they are so they don't push to become better. You need to lead people who are willing to empower themselves and willing to learn new ideas. In the end, you will yield better

results.

I want you to give the new culture that you will introduce a name. You can call it, “The winning culture” or “The champions culture.”

- What name are you going to give to the new culture?
- What name are you going to be moving with?

You must give your dream a name. If you give it a name, it becomes part of you.





THEME PARK

After hearing the Doma people and how distant they are from the social world and rarely get any visitors because of the terrible roads. My response to this was to construct a theme park, a major attraction that would bring in tourists from across the globe. The theme park would leave the government with no choice but to construct the road.

As I conducted my research I realized that a theme park would not be an answer to the tribe only but would help the name at large. Do you know that Disneyland and Hollywood contributes to a great chunk of America's GDP. According to a recent report the American film and TV industry accounted for supporting 2.1 million jobs and 400,000 local businesses across this country.

It says that the industry "continues to be a key driver of the U.S. economy, adding high quality domestic jobs and paying out \$49 billion to local businesses across the



**T H E M E P A R K (P a r t 2)**

country.” Disneyland is also a major contributor to the economy, “An independent study concluded that the Disneyland Resort generates \$5.7 billion annually for the Southern California economy.”

It is one of my desires that our country develops such theme parks that generate the much needed foreign currency thereby boosting the economy. I started my own theme park and I call it Wollywood, it is my prayer that it flourishes.





CHAPTER 3

LADDER HOLDERS



In the world of painting if you want to reach the highest level you must always have people as your paint holders and ladder holders. I view this as the way we must paint our visions and goals in the real world. We all start small, painting the colour that we require in small spaces until we have painted it in every area.

I remember painting the Yadah Hotel with the colour cream. It was our own colour, a result of multiple mixtures that we made with my team. We painted bit by bit until we covered all the buildings in the exact colour that we wanted.

There were people holding the paint whilst some were moving the ladder. They were willing to be part of the team. They wanted to paint the walls cream because we had agreed on the colour. The mind, vision, movement and the pulling of the team were in one direction.

No one came with grey paint and no one came with a black brush. All the brushes were the same and everything was identical, and everyone was of one mind. The colour of choice for the whole building was cream. I was the vision bearer and they were the paint holders and the ladder holders. We moved together until we achieved our goal.

The whole idea behind creating a winning culture requires creating ladder holders and paint holders who have common objectives with you.

That way, you can reach the highest level of achievement or expansion in the project or programme that you are running. Such great achievements can be measured when you reach the end of your set goals. Remember, I teach that when you start anything, you must declare the end from the beginning.

You must train your followers to propel you to achieving the end that you visualised when you started your company, Church, organisation or when you assumed the role of CEO. They must push you higher and allow you to move further.

They are supporting you and ensuring you do not fall. Please take note of the point, “not to fall”. When your workers or whoever is following you ensures that you do not fall, it means you have created a winning team of proper ladder holders and sincere paint holders. However, if they carry an attitude that says, “Anything may happen. We are fine”, it means you have failed to create a winning team.

You are a role model so the paint holders and the ladder holders are looking up to you. They are looking at you and wondering where you are taking them. The first thing which must be clear in their minds is your winning power, you must show them that you are willing to take them ahead

The power of willingness in you must be undoubtedly visible in your eyes when they look at you. It must be clear in your actions and installed in the minds and spirit of the paint holders and the ladder movers. When I say paint holders and ladder movers, I am referring to people that are close to you.

Remember, when painting, distance is very key, the paint holders and ladder movers should not be far from you. As the CEO, you must create the ladder holders and the paint holders from your followers. These are the people that will move with you as you move, people that understand the blending of the paint which you are using. If you are alternating paints, they must change the bucket for you. They must know what you want to achieve. No one must come with their own paint. The paint to be applied at any stage must be clear to everyone.

What I am talking about now is will power; the principle of saying despite the odds, “I will achieve it”. This is the principle that must guide your thoughts. When your thoughts are guided your mind is guided and when your mind is guided, you are in control of your life or your organization.

You must not have wondering thoughts; they will hinder you from meditating in the morning. They will block you from that hopeful mind which creates an imagination that

receives. Such thoughts will deter you from having a heart of compassion, a heart of good will. Remember, you are a CEO that is setting a pace. You are a model and you are creating ladder holders by your action.

You see, I am a tall person of considerable weight meaning that if the ladder falls, I will fall heavily. When I choose people to hold my ladder, there are five important things that I must look at.

1. Strength: One must be strong enough to hold the ladder for me.
2. Attentiveness: I cannot move with precision if my ladder holders are not attentive.
3. Faithfulness: I must trust my ladder holders.
4. Firmness: The people must not be pushed around easily by other people. That is dangerous, remember, I am on top of the ladder and I want to achieve a goal.
5. Loyalty: This may sound the same as faithfulness, but it is different. Loyalty in a person is shown by dependability, reliability and allegiance.

Ladder holders and paint holders are the people that must carry these five characteristics. What kind of people are behind you? Do you have firm people? Do you have faithful, loyal, attentive and strong people? I have one member in my ministry that will make a good example. I think he loves to be a leader and he loves to be very close to me. He is very loyal, has a strong character, very faithful

and very firm. He embodies four of the five characteristics mentioned above except one, he is not attentive, at all.

Due to his lack of attentiveness, he is always left behind. Things happen behind his back because he does not pay attention to detail. He is very strong, and you can literally feel his grip on his work. Despite having the other four qualities, I leave him behind because of his lack of attentiveness.

About two or three times I launched products whilst he was not aware. Why? Simply because when I was talking to the team, he was not attentive. He does not attend private meetings; he only comes during public meetings and is therefore always behind developments. I do not see him worthy of teaching the skills of ladder holding or paint holding. I consider him one of the Church leaders, but he does not hold the ladder for me and neither does he hold the paint with others. That is how people are left behind.

When you are looking for ladder holders, they should be undoubtably faithful, attentive, of strong character, firm and loyal.





STRENGTH



As I indicated earlier, strength is a very important quality in a ladder holder to ensure the leader does not fall. A ladder holder must have enough strength to last the full course.

I am talking of strength that is enough to withstand any controversy and resist any pressure that might arise from the greater environment. A ladder holder must have enough strength to resist any fall which might be caused by movement at the top.

You may make a wrong movement or miss your step and that will result in a fall. Take note, mistakes are common

and even CEO's make them. As a CEO you must have people who can cover your back at your worst and not expose you.

They must always be behind you ensuring they are holding the ladder with enough grip and great strength. If you do not have such a person or people as ladder holders, then your ladder will fall.

You must wisely choose people who can and will hold your ladder with enough strength. I am talking about strength that can hold you to that position as well as move you to the next position.

- Can your ladder holders receive bad news and remain the same?
- Can your ladder holders receive pressure from you and remain the same?
- Can your ladder holders receive pressure from underneath them and absorb it, calming the situation and providing solutions even before you become aware of the problem?
- Are your ladder holders emotional when it comes to situations or are they calm and factual?

If you have an emotional ladder holder, it means your ladder is always shaking. You need a firm ladder holder to bring confidence to you and bring you the comfort that you

require when painting your vision to the world. You must always ask yourself how your ladder holders are doing.

I have different ladder holders, some who are strong yet very emotional. If anything, negative is said they react, when a person reacts in a panic they cannot execute properly. At some point I had to make my lawyer my ladder holder because he had seen, heard a lot and been through some gruesome situations but remained calm.

After remaining calm in the face of adversity, I chose to make him one of my ladder holders despite him not being a member of the ministry and not being a worshipper or prayer warrior. I admired the strength he had acquired owing to his life experiences as a criminal lawyer. I made him a ladder holder because of his special ability to withstand pressure. He came across a lot of stories with fake evidence, but he remained calm and never judged me, he never made wrong conclusions and neither did he shake the ladder.

One might argue that it was because I was paying him but no, a strong relationship developed between us. It was about holding the ladder whilst I pushed the vision forward. His money was in my pushing of the vision. I also chose two ladder holders from the Church Overseers. They could hold the ladder well and they were unshakable, which enabled the ministry to move forward. We were able to

move from one anniversary to another because they were steadily holding the ladder.

The questions I have for you CEO are these:

- Who is holding your ladder?
- Do you even have ladder holders?
- Do you have anyone you can scold, and they remain in place holding your ladder?
- Do you have anyone whom you can speak to with great authority and they remain firm and even relay the authority downwards?
- Who is this person who can hold this position in your life?





ATTENTIVENESS



Attentiveness is an ability to focus, tie all loose ends, listen once and be able to implement. It is annoying as a CEO to have a person who is always asking the same questions for many years.

You want a person who knows what is expected of them because the last time when you taught them, they listened. As busy as I am, I make mistakes in typing, speech and might refer to the wrong Bible Chapter due to the pressure I am constantly under as a CEO. My ladder holders must be attentive and highlight the mistakes to me.

As you will be painting your vision some spots may be left a bit grey hence, you need to rework them so that you attain

the same look everywhere. Your ladder holder should be attentive enough to highlight the grey spots to you. Is the person holding your ladder attentive enough or they carry the same characteristics as those of my strong Church leader who lacks attentiveness that I referred to earlier?

He is always lagging and does not have that focus to follow through details such that he can benefit from my leadership. He feels left behind most of the time and questions why, but the problem is with him because he is not as attentive as other ladder holders are.

Attentiveness is a vital characteristic of a ladder holder. If one is not attentive enough, he can be distracted visually but if they are attentive, they know when and where to look at any given point. They know when to duck and when to lift their eyes. Attentiveness is very key.





FAITHFULNESS



Faith is a gift from the Lord. We have two types of faith, which are human faith and God's faith. God's faith attracts miracles to us, but human faith is what we see and touch.

When you are creating ladder holders you must have people who can judge you correctly, have faith in you, trust in your abilities and always believe in you in and out of season. These people must be able to rally behind you.

They should be prepared to die for your vision because they believe in where you are taking them. If people do not believe where you are taking them, they will never be confident enough to follow you or your vision. This faith is installed by words. Remember faith comes by hearing the word. Even human faith comes when you speak to people and they hear you.

Never judge a person because of the way they smile at you because even the most dangerous people can smile at you. Faithfulness in everything is what brings people close to

you. If they are not faithful to you then do not bring them close to you. People must breathe and love your vision as well as loving you.

They must love you in your mistakes and in whatsoever you are doing. If that is found in a person then they have faith in you. People have a tendency of nodding and smiling in your presence, but their attitude changes the moment you are 15 or more meters away. They say a lot of bad things about you because they have no faith in you.

You need to check thoroughly on those who have faith in you and make them your ladders holders. People must believe in you and breathe the same air you breathe. If that is done, then congratulations you have found ladder holders.

It is key to be extra cautious when you hire people. You must not hire people who are coming from another organization and instantly give them a decision-making position because people can come to you, but time always reveals whether one is faithful or not.

You must at least test them so that you gain trust in them. You must never trust without testing because if someone is holding your ladder and you are at the top you will realize how important my next point on firmness is. At least if they are strong, firm, attentive and have faith in you as part of their characteristics, then you are creating someone who

can hold you still. You are creating someone who can respect you and make you stand firm without falling. This is key; check around and see if your people have enough faith in you to be faithful to you.

Do they believe in you and your vision? People believe in things that make sense. Another problem you might have my CEO is that you may try to make people faithful to you but what is it that they are supposed to have faith in? What is it that they are supposed to believe in about you?

You as the CEO are supposed to give them something that carries substance in the way you articulate and share your vision. You must show them that indeed, you are taking them somewhere. People are attracted to a progressive vision. They are attracted to something that is meaningful. If there is a black hole in front of them then they will end the relationship they have with you and stop believing you. Another way of making people to believe in you is to be productive, people follow you when they see production in you.

Things are not always rosy, sometimes they are up and other times they are down. When I say have someone who is faithful and has faith in you, they must understand that when you are down it is not for a lifetime, it is just seasonal. They must believe you will go up again. You should not have people who change like the weather. These people are

the ones who will leave you in nasty circumstances and at the slightest bad news.

Remember, if there is little evidence to support your vision they will flee. You need to have people who can see evidence, analyse it and continue to believe in you. Take note of this, it is not all evidence that alludes to truth.

Look at the life of Joseph in the Bible. He was a ladder holder for Potiphar. Even though Joseph was feeding him, Potiphar believed the false evidence his wife brought him against Joseph; and he sent him to prison.

Sometimes you need a person who can hear negative or damaging information and still have enough faith in you to wait for your side of the story before concluding and passing judgement on you. If you have a proper team in your company answer the following questions.

- ▲ Do you think that they really trust you?
- ▲ Do they have enough faith in you to move with you?

If your answer to both questions is yes, those people are called ladder holders; they can move around with you as you paint in any direction.

The vision must go everywhere but that can only happen if you have people to hold your ladder. Look at the life of Peter in the Bible, he cut off someone's ear because he had

so much faith in Jesus. Here, I am talking about natural human faith. He understood the vision and was committed to holding the ladder to the point where he was prepared to die for what he believed. Even though his faith was shaken as events progressed, he was a better ladder holder than most.

Yes, motivation is key but it is not every time that you will remember to praise your team. If they have faith in you, you may go for a day or month without telling them they are doing well, and they will understand. Their faith in you is the guarantee that you are safe when you are up there, it is the nature of life and it is what you must look at.

My CEO can you look for such people who can hold your ladder whilst you are up there? People that you may forget to reward but they will continue to hold your ladder. On that note, please always know that rewarding and complimenting people when they do well is a good culture which must be practiced to keep people motivated.

My point is you must have people who believe in you despite the condition they find themselves in. This is what makes people great. The mind of a CEO must be set in that manner as you create ladder holders, people who can and will believe in you no matter the circumstances.



FIRMNESS



This fourth quality is the one I rank as the most important. I learnt this principle from my life experiences. The experiences involved guiding 28 Ministry departments, 280 cell groups planted all over the world as well as 46 satellite centres where people gather and watch our services live (some satellites with as many as 6000 members), as I minister from the Ministry headquarters in Harare.

I realized a very important quality required in ladder holders. Of necessity because of the large numbers I created 280 cell group leaders, 28 leaders for the various departments and 46 leaders for the satellites scattered in different locations. I also had sub-leaders in the different categories, and I realized that some leaders would last longer than others. What caused these leaders to fall back was their being penetrated by seductive people. They were

manipulated and swayed from my vision that they were following.

The world is full of seductive manipulators, therefore do not appoint people that will be easily swayed by negative comments about you. These are what I call terrorists because they have a heart of manipulation.

They have the special ability of getting into people's minds and convincing them to move away from truth. When you have these people, I am calling ladder holders, you are talking of leaders, people who will hold your ladder firm enough even if they hear negative news, they will keep you in their hearts. They are firm and very strong; they know how to discern and block seductive manipulators.

They are fully aware of the fact that an organisation is not necessarily a safe zone, there can be terrorists within. They know the jealousy of other organisations and that people can destroy your organisation and choose to remain firm. They know that competition is inevitable, competition is certain but remain focused on the vision in the face of manipulative tactics.

Wherever you are there will always be competition but if your ladder holder is firm and strong enough to hold the ladder, you will withstand any competition because people come to poison those that are really close to you in order to

destroy you. They come with offers of better opportunities and negative news to penetrate and destroy you.

When I speak of seductive manipulative people, I am referring to people who come to speak to your ladder holder stealthily, silently and smoothly like a snake. These people do not shout. They install a certain mind-set in your ladder holders in order to make them stop believing in you.

I had people in my choir who could sing perfectly but people came to them and told them, “Aah, without you, no one can feel the movement of the Holy Spirit”. They started believing in such words and were swayed and moved away despite their being ladder holders in the choir.

I had people who were strong Ushers, but some people would go to them and say, “Without you, there is no proper ushering that will happen”, and they believed the words of the seductive manipulators. They were poached by other ministries only to later realize that they did not amount to much on their own. Sadly, they also realized that God could raise other people to do the job even after they moved away.

I want you to take note of this, my mistake was that I made them ladder holders, yet they were ordinary people who could not be firm and fight against negative manipulative people. This is the nature of the world. People are people and it is in their nature to come to your camp and manipulate

your ladder holders.

Therefore, when we talk of ladder holders, we are referring to people that you can confidently place in your circle. You need to find people that are attentive, strong, faithful, firm and loyal. People who can stand with strength against the wiles of the world and wiles of the devil; that is a very important point. Remember in the book of Ephesians.6:10, the Bible says, “Put on the whole armor of God, that you may be able to stand against the wiles of the devil.” The armour is required so that you fight against the wiles of the devil.

I am talking about words of discouragement. I am referring to people who can come to you and say, “Your Man of God or Pastor does not preach better than you. You have deeper expression of the Word of God than your Pastor”.

They can use words that can move your people away, bit by bit, from submitting to you and defending your territory. Their words can install self-pride, a feeling of saying, “I am better than the leader”. Find people who can defend your territory and withstand any negative words. If you do not have such people, you will not go far.

Remember, being firm and faithful are two different things. A person can believe in you, move with you but they may be weak. I call them general believers or church wanderers;

they believe in everything they hear but they are not firm enough to stand with one vision. They go everywhere; they come and move away and come back then go away again. You would have done yourself a serious disfavour by making a wanderer one of your ladder holders.

I had one woman that I heavily invested my time on. She was very good at gardening, organising the altar and all other events. People came to her and started saying some negative things. Despite her son staying in my house, she believed the negative things people said to her and just left the Ministry without even saying goodbye.

That is what people are like, they may believe in your vision, seem strong and be attentive but if they are not firm, you will not go anywhere. This is because when the devil attacks anyone or an organisation, he looks at your ladder holder first and if the ladder holder has lost his resolve, he attacks him first knowing that will weaken the CEO.

They talked the lady out of my vision, and she moved away even though I loved her. I had invested my time and resources in her because she was a wise and talented elderly woman. I invested my time in her believing that my Altar would always look beautiful because of her presence but because she was not firm, she was moved away from my vision.

I met her six months after she left, and she apologized but that was six months later, and the Ministry had moved on and was flourishing. Our numbers were increasing every day and we were now having an attendance of over One hundred thousand congregants. Other people had picked up from where she had left without saying goodbye. Why did she move out? She was swayed into believing that she was serving the wrong man of God. She was influenced to go and serve another.

I am glad that she went to serve another man of God and I do not have a problem with that, but you see, I had invested my time in her. I thought I had found my ladder holder who had control over the altar and would ensure the environment was clean but seductive people went to her. Terrorists went to her and destroyed the person I had banked on the most.

- ▲ Who are you banking on the most?
- ▲ Who are you trusting the most?
- ▲ Are they firm?
- ▲ What about the ones that you disclose confidential information to, are they firm?

You can devise a test for the above. If someone comes and says something negative about you to your people and they do not tell you, it means they are not firm enough. If anyone can gossip about you behind your back and they do not tell you, they are not firm enough to hold you up. If they can hold chats about you and your mistakes for 2 or 3 days

without telling you, trust me, they are not firm. They are going away slowly but surely.

Remember, words are powerful and when they are planted in our hearts, we may start to believe them. When you are looking for someone who's going to be your ladder holder, firmness in character is very important. A firm person can resist negativity and is able to communicate to you immediately about everything that would have been discussed and whatever is plotted against you. If you have found such a person then you have found a firm person. Take note of this, some people may be doing this not because they are firm but because they want to get money from you.

To check if your ladder holder is no longer firm, you will see by their arguments, how they argue with you. At first, they will start arguing with your vision privately but when they have been manipulated, they start doing it publicly. They can override your decision in public, solely because they have been penetrated. This is normal, once a person has been manipulated, they can disregard or override your authority. If you are not careful, you can have such people around you.





LOYALTY



The fifth quality that may be found in a ladder holder is loyalty. This may be very difficult for many people to comprehend but let me simplify it so that it becomes very easy for you. When one has strength, is attentive, firm and faithful they have the four qualities of a ladder holder. The fifth quality of loyalty summarises everything that they carry. Loyalty is not about being a “Yes” person but it is about being there when they are needed most.

They may argue about the method but not the motive or vision behind the visionary. Loyalty is personified in trying to understand because you love the leader or person. One does not argue just for the sake of arguing, they do so out of deep-rooted love. Usually, when you find a loyal person,

they also go down when you go down and they rise when you rise.

To summarise the five qualities of a ladder holder

Strength: people with strength should be able to hold instructions and criticism.

Attentiveness: people ought to be alert to what is being said and absorb it quickly. You wouldn't want to give them the same lessons repeatedly.

Faithfulness: they must have faith in you as their leader if they are committed to you. If they are not faithful and committed to you and the vision, it means they will abandon you in a very short space of time.

Firmness: these are people that can fight and resist manipulative people and no one with a seductive motive can penetrate their hearts.

Loyalty: a roundup of all the other four qualities. If the four are found in one person, you have found a loyal person. Now, check within your team, do you have such a person?

Do you have people that carry these five characteristics? If you have them, then you have ladder holders.

In the next Chapter on Ladder Movers, I ask, "Who is moving your ladder?" I will be explaining more, which is

why we have two separate chapters on Ladder Movers and Ladder Holders.

My CEO I hope you will develop in this area.





AMBITIONS AND MANIPULATION



Remember I am writing this book explaining what I have faced and gone through. As an individual I do not believe in people who stop at ambition only at all. I believe in a killer instinct; when I go for something I go for a kill. The desire of succeeding beyond mere ambition must be in a person and must be evident when you look at them. As I choose my ladder holders, I am very careful because I have learnt from past mistakes. At some point I had ladder holders who almost killed me and some who almost got me into prison. They were used against me.

People are jealous and if you are not careful, my CEO, people will come against your vision and aim to drain your strength. Whenever you can count a million, it means you have at least a hundred enemies. These are people wishing for your downfall. You must move with speed and ensure

things are done quickly.

You must not surround yourself with people pursuing personal ambitions. You need people with an instinct of success; a lion attitude that rules every time. When you look at ladder holders, look at their attitude, what they carry inside and if they are just like any other ordinary person to you then they can never become a ladder holder. As you look at them you must see their strength, attentiveness, firmness, loyalty and faithfulness. Your vision should be well described in them, merely by looking at them.

When you look at them you must believe in them and must feel like you can achieve your vision with them supporting you. I had a lot of companies and some of them failed because of the ladder holders. Whenever we were about to succeed, they were taken away, they were talked out of the vision and they moved out.

I remember at some point I employed 2 people who were doing very well in my sales department at the factory. I loved them dearly, they had become part of me, and I saw vision inside them. They seemed so strong, attentive and faithful. They were so committed and travelled within the Zimbabwean borders and outside as well just so they could sell, but they only lasted 2 months. They were manipulated, they were moved away from the vision and up until now I have not met them.

They went away without a proper goodbye; people can move away from a strong vision if they are manipulated. What I am talking about here is, if you really want to go for killer success and really want to transform your organization, then you need to have super strong ladder holders my CEO.

These people must come to you with a mind of success and a mind of achieving. This must be defined in the way they walk, talk and spend their time. If they do not have all these characteristics then your project is like any other project, going down like other projects. I have seen my projects going down and I have also seen projects going up. You must be careful on who is holding your ladder.

My CEO, when we are talking of a great CEO, we are talking of a CEO who takes advantage of a crisis. I do not want a CEO who wastes a crisis. When there is a crisis a CEO must rise. This is what shows the difference from any other ordinary person. You are a CEO who rises with crisis because your ladder holders have faith in you. When you stand up and say to them, “We will conquer this crisis”, they must smile back at you knowing that what the CEO says will happen.

Remember, faith comes by hearing words. You must speak and be a person who is able to give them the faith that’s in

you. If faith comes by hearing words, you must speak enough to prevent your people from being spoken to by others lest they be spoken to negatively against you. You are supposed to always give words which are enough to cover the gap of any others who might speak to your people. You must speak in a manner that captivates them and makes them identify with you as your own people.

I have seen my workers reading and opening books of other men of God and slowly but surely, they are convinced to move out of deliverance and out of the movement of the Holy Spirit. They were convinced out of the movement of the power of God and swayed to other religions which do not believe in deliverance or prophecy. They were spoken out of the prophetic world because of other preachers in their life.

You should be able to give your followers enough information and evidence so that they believe in what you say to them as the CEO. Remember not to waste any crisis. If there is any crisis jump there and make the most of it. Turn a crisis into an opportunity.





P L A C E N T A

A certain lady shared her experience during early labor. A nurse asked if she wanted to keep her placenta. Her first thought was “Why would I want the afterbirth?” Her second thought was “If I bring it home, how are they going to give it to me? In a takeout container, like at a restaurant?” The conversation didn’t get that far as she quickly declined their doggy bag.

Little did she know why her consent was needed. Some hospitals and private companies use donated placentas but they need your permission. The question is, how are they being used?

In a desperate attempt to say young people have gone to extreme cases regardless of cost to attain that goal. In my own opinion, it is evil. Of course they are doing it and according to the small research that I have done, it is believed that some women are feeding on their placenta’s in a bid to get collagen that is found in large proportions.



**PLACENTA (Part 2)**

It is said that to be very high anti-ageing properties.

Well, I don't know but according to my findings, it is believed that some inject it into their skin whilst others actually cook the placenta soon after giving birth and eat it. All this is done in a desperate bid to be "young forever". However, in my opinion, the fact remains the same, we shall all grow old someday. The Holy Spirit is the one that makes us young.





CHAPTER 4

LADDER MOVERS

Ladder movers in your team are very important. They are vital in achieving any goal. If any vision is stagnant, cannot be multiplied or be replicated and sold beyond your race. It is a vision that will never give you a million dollars. Anything that can be multiplied can give you millions or billions of dollars.

Ladder holders help by holding you in a certain position, but you must also create, people who are able to carry you whilst you are on top and move you to another position. We call them ladder movers.

These ladder movers are people who have great vision and are not afraid of failing. They are people who are ready to take you to another horizon. The biggest failing in life is in never trying or starting. This mind-set must be plugged in you, what you start with is not what will lead you to success, it is what you find along the way when you have started that will give you more than what you started with.

You need people who have courage enough to carry you to another level and place you in another section. I have named them ladder movers because they move you to another horizon. This cannot be done by you alone. You need people that listen to your craziest ideas and believe they can be achieved.

They must motivate and inspire you to implement your ideas. Take note of this, when doing a good paint job, you cannot skip a section. The paint must flow and be the same colour, it must also dry in the same manner.

The ladder movers are connected to where you are painting but they also want you to paint another section. They are pushing you to another level so that when you paint on that other level you are moving towards your vision.

They move you slightly but surely to painting another area, widening your reach. They understand the risks involved but know that you will win. They make you a champion and a winner as they push you slightly to another zone.

When we speak about ladder movers, one vital thing to look at is the issue of fear.

Ladder movers are not afraid of failing, failing is part of their life.

They fail and learn from each mistake that caused the failure. They are not afraid of tomorrow and are risk takers. Let me elaborate more on fear. When you are looking for and bringing these people closer to you, you do not want people who are easily shaken. They should not be afraid of the new horizon; you always want people who are able to take a risk as well as fight with you as they push you to another level.

Within the people who are holding your ladder you must create one or two people whom you tell whenever you feel you want to move the next step in your horizon. You make them aware of the direction you intend to go, and they will push you in that direction. Remember they are already firm, loyal and have faith in your vision, but they carry another quality of moving forward with boldness. Not many people carry this quality, it is not common or easy to find.

Ladder movers can be very few whilst you have plenty of ladder holders. Those that move the vision may be very few and insignificant in the eyes of many but dear in your heart. I want you to take them as your private angels as well.

Remember in the first chapter I wrote about private angels. They are people who come without an appointment, they have no need to book. They just walk in to tell you something, they are holding your ladder but secretly they move with you, they believe your dreams and crazy thoughts. They believe you even if you do not seem to be making sense to everyone else. They are not jealous of you but they look up to you and wish you success. They are difficult to find, hence very dear.

A very big point to remember when you are talking of ladder movers is that they must have all the characteristics of the ladder holder, nothing must be missing. This is because when a person moves you to another level, without loyalty they will move you into failure. All these

characteristics of ladder holders must be found in them. They must be carrying all the big points, with an extra ability to see, prophesy and predict the future. If one is able to predict the future, then they are a ladder mover.





P e o p l e

In a space of just 5 years I had managed to directly affect thousands of thousands if not hundreds of thousands of lives. There are those that I was able to feed, cater for their school fees and even pay rentals for. I would give an average of 6000 families full assistance.

I took some to Universities and others to professional courses abroad and locally but there is one thing I realized after doing all this. It is the fact that all my enemies i.e. the people who have fought me over the years came from the 6 000 not the hundreds of thousands. The people who will always fight you are the people you would have helped, moreover the ones you would have helped the most. The money you give them becomes an obligation, they feel they own it, it becomes theirs and they even calculate what you have left.

Receiving from you becomes their right and they feel no one else other than them qualifies to be assisted. When schools open they will only think that they deserve to be assisted and not anyone else. This mind-set triggers jealousy in them and as they become jealous they make





P e o p l e (P a r t 2)

up false stories to derail and pull you down, stories with no support base. This demon makes them feel like if they can't be helped, no one else should.

Always remember that it's their word against yours, so it is dangerous. The few who would normally listen to you will start to reduce in number, not because you did it but because someone said something.

Sadly, IN AFRICA EVERY STORY IS TRUE!

They will tell you, there is no smoke without a fire!

A tip to you: When you help someone always have it in mind that you are creating an enemy, let it not shock you later when they turn against you.

The GOOD BOOK (Bible) in Galatians 6:9 says never get tired of doing good, let us create enemies for our own strength and our own good. This understanding has made me grow and have a better understanding of people.

PEOPLE ARE PEOPLE!





PREDICTING THE FUTURE



Predicting the future is an art and a skill of running away from failure by determining where the market will be in the future. They are predicting where things might end up. This art of predicting the future must be found in you as a CEO but must also be found in the ladder movers. They must also be able to see what you see and help you to push the ladder to another section to enable you to paint your vision at a different section.

Predicting the future helped the inventors of Facebook and Google, among many other big companies. They made a prediction of where the world was going and they followed that vision and produced great products which are now an answer to the future. Everyone is on Facebook, WhatsApp and on Google. You should also have a ladder mover who can predict the future and come up with ideas to help you to

add value to your vision.

They are people that can see beyond the eyes of normal people. They predict and they believe in their minds that what they see can happen and then they follow that. You need to have at least two ladder movers in your life to move with you as you move ahead with your vision.



MEDITATION



Predicting the future is a skill that is required by every CEO. My CEO, if you cannot answer issues of tomorrow, people will start to lose hope in you and their faith in you may start to die. Every successful CEO must have this ability. You must sit down and meditate until you have answers for the future. If one has managed to think that deep, they will become effective and inspire their workers.

People submit fully to your authority if they are amazed by your thoughts and thought processes. It is important for you

to sit down on your own and become a person who can tell what may happen. This comes through meditation. Meditation is the art of separating your soul from the world and activating your subconscious mind. Feed yourself with thoughts that are positive. Remember to always fight negative thoughts (I touched on this in Billion Dollar Class 1 and 2).

Remember, faith is the substance of hope, when you start to hope for greatness and start to meditate on it, it becomes part of your life. All successful people meditate about the future, where the world is going and what answers may be needed.

Do not drop this art because if you drop it you become irrelevant and people will not be inspired by you. No one will be ready to follow you or submit to you. Remember as a CEO you need to have followers who can run with your vision. In your meditation you can also decide how to create ladder holders and ladder movers. Meditating is not something that you can ignore, it is something that you must always do.

That is the reason why you should have holidays, not to rest the mind but the flesh, allowing the mind to be reignited. This is to recreate that killer attitude and avoid stopping at ambition. It comes through meditation and separating

yourself from the world as you sit alone.

CEO's in Zimbabwe tend to have holiday homes, in environments where they can meditate, brainstorm and reflect alone on their affairs and come back re-ignited. When people see the fire in you, they will try to light up their own fires within.

It is very important that you predict the future because what makes any organization continuously powerful is having a solution for tomorrow. No one is ever satisfied by what is no matter how much the world changes or whether this year we had flying saucers or flying cars. The question is after the cars have flown, what is next? If you answer that then you can answer people and they will continue to give you money for being yourself.

This can only come if you sit and ask yourself what will come next and a good example is the creation of a mobile phone. The inventors saw a need to protect the glass by inventing a shatter glass and still thought beyond that to the battery life and created a power bank that people could conveniently move around with.

You must be thinking ahead and predicting the future, the next question then becomes after the power bank, what's next? The phone can be harmful because of radiation and other things that may come out of it. You must then create an

anti-radiation object to protect the end user from cancer among other effects from the phone. That is an example of thinking ahead and answering the needs of the future.

When mobile phones were made, the first ones had many buttons and were black and white but were later transformed into colour screens and later they invented the touch screen. What comes after touch screen, becomes the answer of tomorrow. People are never satisfied with what they are holding that is why they have got different versions of iPhones and they are still going on.

The issue is in just answering the question, what is next? This is a very big question that you must always ask yourself, my CEO, in whatever product you are handling currently. The question is, what's next after this? If you can answer that daily, you will amaze and inspire your people.

People are fascinated by new things and they can listen to new ideas. If you go empty, my CEO, you will lose even the important people but if you are fully equipped and are answering the question, "What's next?" you become powerful and people will lift you to bigger and better levels. This comes out of the art of predicting the future.





DONALD TRUMP

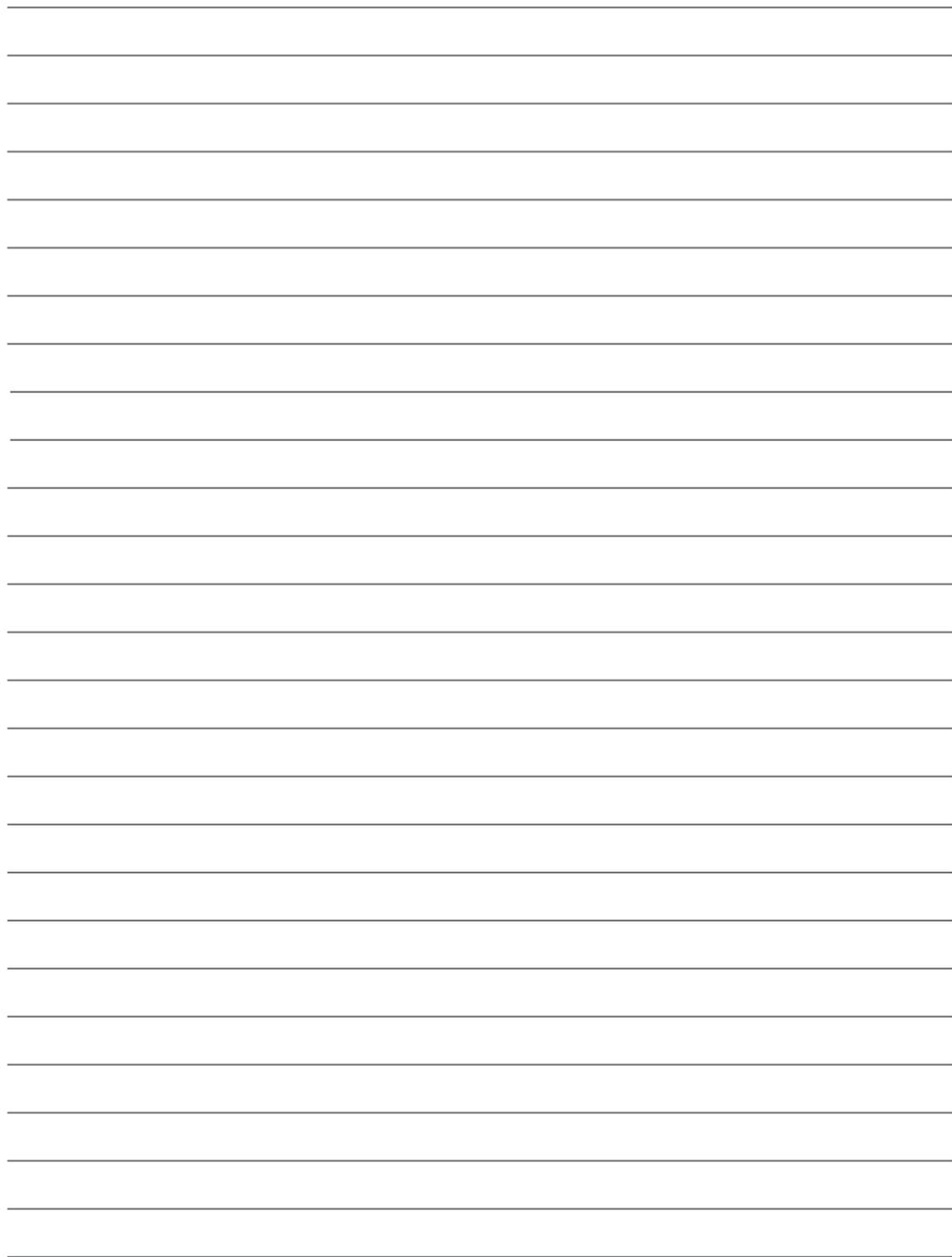
A lot has been said about Donald J. Trump—some of it good, much of it terrible, and a whole lot in between. Over the years, books were written on Donald Trump describing his bankruptcy among other things. They described how he lost money to the point he owed people over USD 1 Billion. He was labelled as the man who had failed to manage his life, a man who was flourishing but had gone down. Some of the books written are:

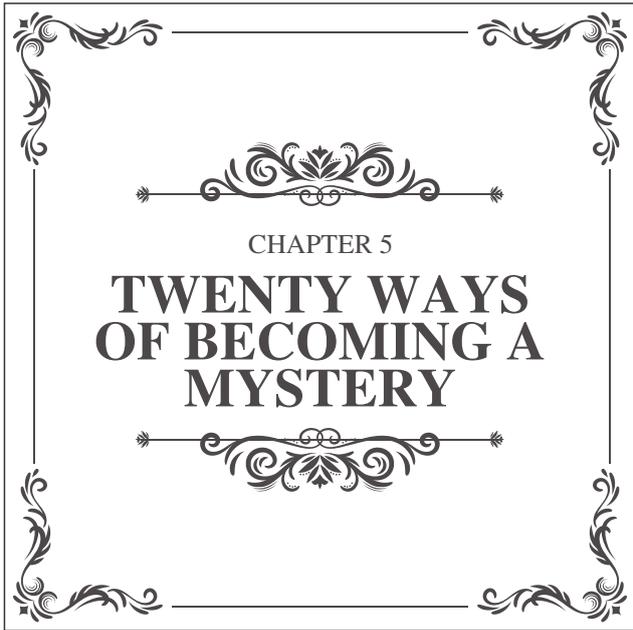
- ***Trump: The Deals and the Downfall – 1992 (Wayne Barret)***
- ***Trump: The Greatest Show on Earth: The Deals, the Downfall, the Reinvention (Wayne Barret)***
- ***Fire and Fury: By Michael Wolff***
- ***Trump Nation: By Timothy L. O'Brien***
- ***Understanding Trump: By Newt Gingrich***
- ***The Truth About Trump: By Michael D'Antonio***
- ***Let Trump Be Trump: By Corey R. Lewandowski and David N. Bossie***
- ***The Making of Donald Trump: By David Cay***


DONALD TRUMP (Part 2)**Johnston**

Authors gave an example of his downfall, it seemed like it was his end but as I write this book the same man who owed billions of American dollars is the President of America and is amongst the richest men in the world. You see, reaching your lowest position does not determine your end, allow God to take you where He intends for you to be. Let people preach and write about you, all you have to do is transform your negative news to positive energy, that is what Donald Trump did and I learnt that lesson from him.

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CHAPTER 5

**TWENTY WAYS
OF BECOMING A
MYSTERY**



Now I want to take you through some basic tactics, which you can adopt after implementing what I have taught you so far. I taught you to change your culture, create ladder holders, ladder movers, private angels and understand people's mindset. Doing what I have written below will ensure your success as a CEO. Not doing it will lead to your failure as the CEO of your life, organisation or anything that you are trying to lead.

I want you to consider these points one by one as I expand them and see where you are lagging as well as where you are excelling. Please do not lie to yourself, lying to yourself will never take you anywhere.





1. REMAIN A MYSTERY



The most profound way to success and becoming a powerful CEO is to remain mysterious. I want you to understand that this is a powerful art. If people can predict your actions, people can kill you and if people can trace your steps, they can easily attack you.

A good CEO must remain a mystery; he or she must be unpredictable, not in terms of how they work but in their way of living. What are you going to have for lunch? This may sound very basic but take note of this; when everyone is going for a drink, don't go with them. When everyone is having lunch, don't eat with them. When everyone is doing the common thing, do not do that; do something different. When everyone is taking a shower, take a bath or do

something totally different.

I want you to be someone set apart from the rest of the group; be unique to the point that many around you will ask, “How does he or she do it?” This is a proper CEO’s mindset. Yes, you love your workers and you communicate with your workers but on simple common things, become mysterious. When everyone else is expecting you to be sleeping, they must be surprised by your “Last seen” time around 2.00am to 3.00am on social media. By so doing, you gain power.

Don’t become a CEO who openly receives tips from other organisations; your team will see you as a weak person.

Do not be found where people are expecting to find you. Do not always attend every event, become a CEO that people envy and wonder about to a point that they ask, “What’s happening? Where is he?” then you suddenly arrive. By so doing you maintain your seniority. You maintain your power and authority up there. You become a person who is not predictable, you become a powerful CEO.

Always do physical exercises and train your mind. Be smarter than everyone else around you. When the body is fit and healthy it also helps to keep your mind alert and sharp.

- Exercise more than them.
- Read more than them.
- If you are a Man of God, fast more than the

congregation.

- Read more than the congregation.
- Understand more than the congregation.

You must become a mystery. Do not be too predictable. They must get to a point where they say, “You are doing better and more things than us because you are the CEO”. That maintains your position as the CEO. If you overindulge with them, they will lose respect for you and fail to submit to your authority. You must only meet to understand them but not to make friends.





2. GIVE DEADLINES THAT YOU CAN MEET



When you become a leader or CEO and you set targets, always ensure that you meet them. Remember I said you should become a role model. People tend to listen to you as their leader and store things you say in their subconscious mind.

You earn respect from them by meeting your targets and keeping your word. It is key that you mention and do what you say and set targets that you meet. Do not promise anything and fail to deliver, it is better not to speak than speaking out and then failing to deliver.

Deadlines are placed to be met, do not set them if you are not sure you will achieve them. It is always better to measure twice or even thrice before you

cut. American former President Abraham Lincoln said that when faced with a task to cut a tree he would take 8 hours to prepare the tools and just about 15 minutes to cut it. What he was teaching here is the importance of preparation.

This is how you should be as CEO, before announcing anything ensure you have done all the necessary research through your private angels and you are certain. When you say things and they come out as you said they would, people will always trust you in the future.

Ted Leavitt of Harvard Business School wrote, “Creativity without implementation is irresponsibility”. Ideas are nothing without execution. I want you to understand that if you have got an idea or anything that you promise people, make it a point to deliver. This gives assurance to your team.

Do you know that words are cheap, and deeds are dear? When others merely speak ensure that you do what you say. Be a doer, as I always teach, think the think and do the doing.





3. UNDERSTAND YOUR CUSTOMERS CLEARLY



I have heard people saying that the customer is king. Honestly speaking, it is the duty of the CEO to create systems which take care of the customer. When you are running a church the people that are coming to receive Jesus Christ are your customers. Have you set aside systems to protect them?

Customers are the ones who dictate what happens more than you. They know your competitors more than you know them. They can tell you things that are about to happen even before you see them. The quality and the standard that you give is determined by the customers' comments.

Every brilliant CEO sets structures which analyse if customers are satisfied. If you are not taking care of that and you think that you are a perfect CEO, you are lying. You must have a proper structure.

The main objective in business is income generation, it is the customers that bring that income as they buy goods and services from us. It is fundamental that you, create systems that enable you to hear their concerns. They are the bosses because that is where the money comes from.

You need customers today and you still need them tomorrow. For instance, if you are running Yadah TV or any other TV channel, your customers must be taken care of before they come and even after they leave. Change your mind-set to know that customers are important to your continued existence. You should meet and exceed their expectations to ensure that they always choose you first. Take note of the fact that you must become a CEO who is in touch with the needs of the customer. If you move to a new organisation or are promoted, always keep the customer in mind over all else.



4. WHAT YOU SAY AND WHAT YOU DO



Every CEO ought to be different. I want you to be very careful on what you do. In order to attain big goals as a CEO you must always do things that are extraordinary. Always remember that you are a model, if others are going 10km in a race, ensure you go 20km. When everyone is reading one book read more. When everyone is crying be strong and show the way. The people must see you as their leader because of how you act and react. What you say and do is very important.

Written evidence is dangerous, never be emotional to the extent that you send a damaging message or email. Companies grow and others merge, people get promoted or change employers. You might have written an emotionally

charged letter to your co-worker or employee only to meet up later when they are your superior. These seemingly small things will always catch up with you.

At some point I was disappointed by the way I was treated by a certain bank to the extent that I even wanted to air my grievances on Yadah TV. Fortunately, before I did that God spoke to me. God softly told me to be careful. That stopped me from saying what I wanted to say even though I was deeply hurt. What we say today may and can haunt us tomorrow, we need to be very careful with the documented trails we create.

Do not be the kind of CEO who throws tantrums or sends emotional emails all over scolding people. This may sound so basic yet is very important. I am creating the right mind-set of a CEO in you, do not act like a general worker, you are the CEO.

What we say today will come after us tomorrow, you must be very cautious about that. What we say today has a way of coming back to us. I want you to be careful on what you say today, please be careful.





5. YOU MUST CREATE THINKING TIME



I may have skipped this in the foundation, that is, in books like Billion Dollar Class -1- and Billion-Dollar Class -2 or the Leadership books that I have written but it is a very simple point that has worked for me. I remember Mr. Mwene giving me this tip as well. You must always give yourself between 45 minutes to 1hr 30minutes daily to think. We call it thinking time and noting time.

This is besides your showering, jogging or driving thinking. I am talking of time you take away from everyone, remember you are becoming the kind of CEO that not only goes for goals but attains them.

This time is very vital because it allows you to think and

write. In other words, you are thinking and taking down notes. You are jotting down whatever comes across your mind. Great minds are a product of developing and exercising our brains. If we do not grow our brains, we do not grow our business.

I read Napoleon Hill's book, "Think and grow rich". It is a very simple book which teaches that when you think, you grow rich. It's a matter of thinking and you grow big by setting aside the time to think. I am talking about different time from seminars and other programs that might require you to think, make sure every day you set aside a minimum of 45 minutes and a maximum of 1 hour 30 minutes of thinking. Just write down as you think and reflect.

The Bible is clear on this, it says, "As a man thinketh, so is he" [Prov.23:7]. You will be following the instruction of God when you sit down and think. You need to showcase that by the way you live. Remember we are creating a CEO mind-set so I will continue to give emphasis on the various points we have.





6. KNOW YOUR PEOPLE



Your other crucial power is in knowing your people. You need to know who works for you in your company. Take that as a very wise action. Set aside one or two days in a month when you meet every worker of the organisation on a one-on-one basis.

When you meet each one of them, ask them this simple question, “How are you doing?” If you can do that whilst calling them by their first name, they will give you respect and understand that you are concerned about them.

Do not allow your workers to think you do not know them. Know them but remain mysterious to them. Let them understand that you know them but do not let them

calculate your next move. It is an art which gives you power. Always, I repeat, always check on their how they are doing in their life as well as the work sphere.

Make it a policy as a CEO to check on your workers to establish what they are doing and how they are doing. It's always important because it gives you power over them. They will all aspire to be you as you assure them that you know them individually.

When you meet these people on a one-on-one basis, make them submit to you with a wise act. Get to know and understand their social problems and assure them that you will be the provider of solutions to the problems.

Of course, the company may not have the capacity or policy to go that far in their social problems but at least by asking, you are showing them that, as the CEO, you are concerned. Remember, people have social problems, and no one can execute their work duties properly when their mind is laden with stress. Therefore, by asking and showing concern, you relieve the stress and they will submit to you more. It's the easiest way to earn their praise and submission.

I remember my wife's former CEO at one of the local banks used to provide some groceries from South Africa to the employees in times of economic hardship in 2008. It made me respect him because he was solving a problem which was there.

The groceries were \$30.00 or less, which was obviously way less than their monthly salaries. However, the mere fact that the CEO went out of his way to buy groceries from South Africa and gave them to his staff in the bank, that made everyone respect him because these goods were now a rare commodity in the country at that time.

He solved a problem by providing a solution which addressed the basic needs of the workers at a time when such commodities were rare. His interactive stance made him popular with his workers.

One may ask, “Was the CEO benefiting from that move?” and my answer is, “Yes”. It was a wise move; done in a small way but massively impactful.

If you are a CEO employed by some other company or you are aspiring to be one, there is an art that I want you follow. Get to work 45 minutes earlier than everyone else. Go home 15 minutes later than everyone else. Alternatively, you can do the vice-versa; come 15 minutes earlier than everyone else and leave 45 minutes later than everyone else.

Never come late on any day and never leave earlier than anyone else. You will lose respect from your workers. An individual who comes to work late or leaves earlier than the scheduled time is considered as someone that is not interested in their work or as someone who is frustrated.

If one comes to work early or leaves late, it shows that they enjoy their work. If you add the total extra hours you will see that you have done far more than anyone else at the organisation. That time difference will give you power above the rest.





7. TIME



Time lost cannot be regained. Money lost can be recovered but every minute that we lose cannot be regained. I have started to make a conscious choice to make use of all my time. When I am driving, I listen to some audio books. When I am flying, I write some notes and attend to all simple tasks as well as other general things outstanding in my head. I am not someone who gets onto an airplane and watches movies.

Remember, I want to retire at 40 and I am only left with 5 years. So, I must make wise and productive use of the time left and then rest from there onwards.

Therefore, I must make use of all the time that I get. When I am driving, I listen to audio books and whilst on an airplane I write down notes and respond to messages, as I explained above. I make productive use of the time I am on a flight to conclude my business. When I reach the venue of the business meeting, I also make use of the time when everyone else is moving around to focus on my notes.

Free time must be created but don't mix business time with leisure time. Create your free time and balance the two wisely and create some special moments that are unforgettable in your life because you need it. Whenever you have free time, take out your pen and write down notes of key areas that require attention so that you don't forget. This will make you stand out above the rest.

Remember, your focus is to rise to higher levels. Also remember that you are a cut above the rest; you are not ordinary, you are not a follower but a leader.





8. PEOPLE



The biggest investment that you can ever make in an organisation is having good people. The Bible is also clear on that as it says, “Men shall put unto your bosom” [Luke.6:38]. When you go anywhere and meet important people, keep a file or record of them. Also keep a file or record of the workers. Such information is vital.

I tell you when I rose to the top I regretted, after losing some files and information of people who could have helped me in a very big way. The reason I could not go back to them was that I had not kept their contact details. I only realised in 2018 that keeping files for contacts is vital.

If you are a CEO and there is no contacts file in your office, you will not go anywhere. The information I am referring to, includes business cards that you receive. Many of us throw them away but only to require them after a year or so. Even when you are running a church, I want you to keep files of people with their contact details, especially for key people. It is very important. Write notes about them and refer to them from time to time. They may be of great use in certain areas of need tomorrow.

You should not leave this to your Personal Assistant because they may be overwhelmed. Keep a contacts file containing details of people that you meet, people whom you may need to relate with. You need to constantly check and activate that file; it's very important.





9. SURPRISE BONUSSES



You must have a skill to give what we call informal surprise bonuses. When people are not expecting anything, that is when the CEO must surprise his organisation. When you have created proper teamwork and you are leading by example and understanding your competition give surprise bonuses that will motivate your teams. This will make them ladder holders that firmly hold you up because they appreciate you.

Surprise your team when they are not expecting anything at all. This can be right in the middle of the month when they are not expecting it. You can also do this for your private angels; surprise your team. As I have emphasized before you need private angels.





10. TEAM WORK

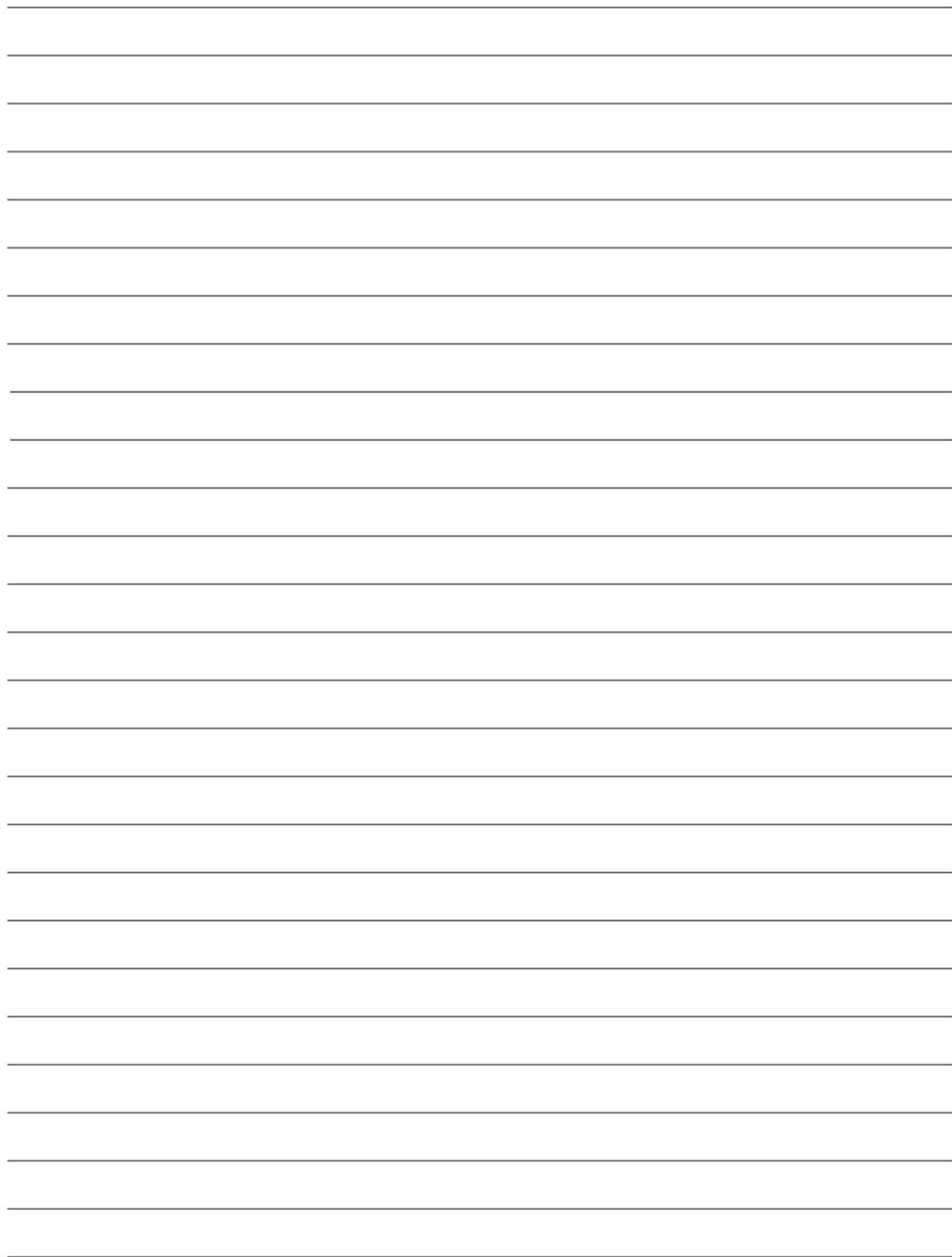


When you get an opportunity to lead, the first thing to address is teamwork. If your organisation is not pulling in the same direction, there is no way that you can win anything. You must cultivate proper team spirit and people must pull in the same direction. This can be achieved through the words you speak.

You must have team building time so that your team has one vision and goal. Look at what happened to Mourinho in Manchester, when the new coach (Ole Gunnar Solskjaer) came he did not change any players, he just introduced good team spirit and teamwork and they started excelling. As I write this book, they have won seven games in a row which had not happened in a while. They even scored 5 goals in a match which last happened when Ferguson was there.

Sometimes when a team agrees, they can produce more results than anyone who is working individually. Do not allow your workers to do individual work as a CEO; introduce the teamwork spirit within your organisation.







11. PANICKING AND THROWING TANTRUMS



Panicking is cheap, that is how I see it. There are so many times when I faced lawsuits, I passed and lived through them. Three times I was in lawsuits after reacting to provocations. I was justified to snap, and I snapped. I shouted back and pointed fingers but when you get to a high position pointing a finger is more than enough for a person to sue you.

They do this because they understand how much you are willing to pay to protect your name. It is their word against yours. I have derived a lesson from this. It is very important to keep calm.

In my incident I panicked, which is one thing you should never do because in Ministry for example, you cannot heal or deliver a person once that happens. When Jesus performed the wine miracle, He did not panic and as a result He was able to think of turning water into wine. You see, when one panics, their thinking capacity goes down

and their adrenaline goes up.

Panicking is cheap because it will distract you from properly evaluating a situation. A proper CEO does not react with the crowd and does not run when everyone else is running. You keep calm because people are looking for solutions from you. Do not panic or react even if you are justified to do so, do not.





12. BECOMING A LEADER NOT A MANAGER



A good CEO is a leader by default. You are there to mentor your managers and other subordinates right down to the worker on the ground floor. Managers are under you; hence, you must show them the way.

Managers implement what you have shown them, therefore you must ensure that you are a good and exemplary leader. They must love you by reproducing you as you show them the way and as you give them access to grow. Be a leader who solves problems and who does not run away from problems.

This is a basic thing which is very important. Money and

success follow leaders. Implement leadership qualities as I have taught in the first books. People must see that you are a leader and envy you because of your leadership qualities. Do not drop from being a leader, you must show that you are truly a leader through how you act and react. It should be plain for your team to see that you are a leader.

Lead by example and remember, a fish rots from the head and live fish swim up-stream. Prove that you and your team are alive by showcasing productive methods which demonstrate that you are a team of substance.





13. EXPLAINING COMPETITION



Other people out there are competing with you and your organisation. It is up to you as CEO to research on your competition, never underestimate it. It is dangerous to undermine it because you will be stopped in your tracks before you grow and progress. You must become a person who values competition and competitors. As CEO you are competing against yourself, but your company is competing against other companies within the same industry.

Never underestimate your opponent and your workers should not assume that your opponents are weak. People rise out of the blue so you must always be ready to rise as they rise and attack when they attack. I am talking about

rising with the knowledge that people are going to be against your organisation.

No one must rise after you or go beyond you. Take advantage of being first position. Number two is not good enough. An example is that of Neil Armstrong. He is known as the first person who went to the moon but few people care to know the one that went after him. The same applies to the first people to win world titles, they are known but few people recognise the ones that came after them.

I want you to create a lasting image about your product. When one thinks of floor polish they think of Cobra, when it is toothpaste they think of Colgate, when one thinks of the best footballer they think of Ronaldo and in basketball they think of Michael Jordan. That is how you must also build your image or brand.

There are other people or brands that can be better, but these ones were number one on the market and remain top of everyone's mind. You need to create such an image that will make everyone think of you after you have created unstoppable competition. Do not underestimate your competitors, they might come after you, but they may also rise above you. Aim to remain on top, that is the mentality you must always have.





14. FORTUNE FAVOURS THE BRAVE



Risk management is key. You must always manage your affairs wisely whilst keeping in mind the fact that fortune favours the brave. If you do not take risks and you are not showing your people that you are brave, fortune will not come to you.

Prove to your people that you are brave. Bravery is proven by taking serious risks and remaining calm as you take them. Even your children will also not be afraid to experiment and the same applies to your workplace. Be brave enough to always be ready to make bold statements and make bold moves.

Although you must remain mysterious, your mode of operation must be clarified to your workers. The way you want your things done must be clear.



15. HARVEST THE MOST FROM YOUR WORK-FORCE



Everyone who is working for you has something unique within. Get the most out of them. This can be done by creating values which make them bring out the best of themselves. You must become a CEO who makes people think outside the box. Make this your priority. They must produce for you to the fullest of their capacity.

If you do not harvest the most from your people, it means you are paying human resources without getting value back. Remember salaries are a great expense and can only be recovered through production, which comes from getting the most out of people. If you do not get the most out of the people you are paying you will lose out.

The objective in business is to generate income; get the most out of your people as you stretch them more. You do not need to make them aware that you are stretching them, you need wisdom to do this. You must show them how things are done so they produce the best through teamwork.





16. RECEIVE GREAT VISITORS



When you are at the top of an organisation or a place where you are leading you need to bear in mind that people will be looking at you and monitoring you from a distance. Those who come to you may judge and conclude. I have seen that happening to me and at my workplace.

The word of advice that I want to give you is that, when you are on top, always have an arrangement to meet great or influential people. When such people visit you, make sure your people can see them and by so doing they will respect you more because they have other people whom they look highly up to. Fight to have such great visitors.

Remember, greatness is not measured by who you visit but by those that pay you visits. You need to ensure your actions and reputation will draw such great people to you; you must guarantee regular visits by great people.

Create an environment that attracts people with great names to come and sit in your Church and listen to you talking, preaching and praising the Lord. This will give you more mileage from those that are following you. The same should happen to your organisation; you must have such great visitors to add value to your position and authority.

Don't underestimate the issue of inviting great people particularly in your Church if you are a man of God. The weaker ones and the smaller ones will continue to come to your Church because they have seen the great people coming to your Church and listening to you. This an art for adoption by every CEO, have visits from great people; it gives you more mileage from your followers.

When the President of America, Donald Trump came into power he visited such nations like North and South Korea. It appeared like his mission was to bring together big nations. These nations had never visited America during the time of former President Barak Obama, but they did during Trump's time. Why was Trump doing that? He was cleaning his name whilst showing the world that he is bigger than Obama. This is an art; it earns you greater respect than other people.

These visitors that I am talking about are not coming to speak to your workers, but they are coming to you, sometimes maybe to just listen to you. This proves to your workers that you are someone who can be listened to and you are a person that has power.

It is not everyone that must come and speak to your workers. If you do that, you have allowed other people to preach to your people and that is dangerous; you are likely to lose some of your ladder movers and holders. Let them come and listen to you as you speak but not preach to your people. That appearance alone is important. Not only does it show your workers that you are special, but it also shows other great people your level of influence and authority.





17. BECOMING A LISTENER



Despite every CEO being mysterious and not being easily understood, it is important that every moment your employees speak to you or if anyone of them engaging in dialogue with you, you must show that you a good listener and you do not rush into conclusions. Remember, you must be calm and never panic.

I want you take note of this; do not listen to one side of the story. Stop, look and listen; it is very important.

Giving a judgement after listening to one side of the story always results in making mistakes; you will make a wrong judgement or decision. View both sides, analyse and then make proper judgement. It is imperative to make judgement after analysing both sides. Those that speak more than they hear are the ones that judge based on one side of the story or report.





18. CREATING A REPORTING SYSTEM AND SOLVING PROBLEMS



Problems left unsolved are problems delayed, they will not disappear, neither can bad things disappear. Never hide an elephant. One way or the other, it will re-appear. It is very important to be a CEO who faces all challenges. When solving a problem do not hide it or sweep it under the carpet. Eventually, it will come after you and it will disturb you as you move forward. Try to solve the problem conclusively.

Invest in solving problems and be ready to pay for solutions. That is very important, and it will clear the environment and promote the growth of your company. Problems left hanging will cause conflict for you in future. This may be sensitive but the truth is if you are working

with women, they tend to hold grudges more than men; solve the problems and avoid creating grudges in people. If you are working with weak men, they also hold grudges, so you need to solve their issues conclusively too.

Ensure there are no grudges among your workers because that disturbs teamwork. It will also disturb your ladder holders and your ladder movers. Be careful if you tend to keep hidden elephants, they will surface when you least expect it.

Don't hide any elephants. Make it clear, solve the problems.





19. COMMUNICATION - CLARITY OF MODEL



Each time you talk to your people, make all your points clear, and comprehensible always. Write and speak simple English so that people can grasp what you are communicating to them from start to end. They must be able to repeat what you have said, word by word to each other; creating an interactive culture within an organisation.

Your mode of operating must be clear like what I said in the chapter on Culture. Let your culture be a winning culture and let the culture be clear to everyone. Let everyone know what you do and how you plan to do it. You are a progressive manager and not a reactionary manager. Remember, you want to get things done and therefore your

model and instructions must be clear. Let it be clear to them all that if they do not meet your requirements you may dismiss them from work.

Although you must remain mysterious on a personal level, your operating model must be rolled out and understood by your workers. The way you want your things to be done must be clear.





20. PRAYER



After you have done everything that is expected of every CEO; you are keeping fit, you are mysterious, and everyone looks up to you, you become a role model. All things that we see by our eyes were made by words; they are spiritual, they came from the spirit. If you do not sort out your spiritual side, you have done nothing.

Learn to become a prayer warrior. I am not talking about public prayer where you pray at church or in the eyes of other people at work. Rather, do not pray with them at work, it may be okay to do so here and there, but not every time. I want your personal private prayer to be so huge that you become a spiritually minded person.

A spiritually minded person develops revelation of a lot of hidden things that you may not see by your naked eye. Be

spiritually uplifted and be spiritually motivated. Let your relationship with God be sharp and clear. Lead like Jesus and be a person who reads the Bible. It is a very important book. Do not allow your people to read the Bible more than you.

You are a CEO and I am teaching you to lead in a godly manner. Become very prayerful and very spiritual. Fast, do not allow your body to dominate your spirit. Fasting and exercising are akin to prayers. When you fast, also exercise. When you exercise, pray. Punish your body and lift the spirit in you.

Become a unique CEO. Do not allow yourself to be fooled by success without prayer. You will not go anywhere and very soon you will break because you are not supported spiritually. Some mistakes that we make at work are because of lack of prayer. So, I want you to be motivated by prayer and become prayerful.

You communicate what is inside you and say what is inside you. Remember, you pray to your Heavenly Father who is almighty and gives everything that you need. He has already provided all that you need. Your role is to unveil what is already yours. Your motive of working is taking what is already yours so that you can change your generation.

You have a killer instinct and a powerful instinct. You are praying and worshipping to get whatever is already yours. You communicate calmly and you are confident in what is already yours. You are not fighting with God, but you are relating with Him with your words which are calm words that show that you are His child, not His enemy.

You understand that God comes to give life in abundance, but the devil comes to kill, steal and destroy [John.10:10]. It must be well programmed in your mind that, “Resist the devil and he will flee away from you” [James.4:7]. It must also be well programmed in you that you must put on the full armour to fight the wiles of the devil [Eph.6:10] because we are in a world where the wiles of the devil are against us and even our companies. You must be aware of that.

You must pray for wisdom. It is wisdom that changes everything. We all know that a tomato is a fruit, but we have never found it in the fruit basket because knowledge is knowing that a tomato is a fruit and wisdom is to know where to place the tomato. This is what you are praying for, to know how to implement things and how to use the resources that you have wisely. Prayer is therefore very important. You must be prayerful more than anyone else. Do not underestimate the power of being prayerful and being spiritual.





OLIVER MTUKUDZI – THE LEGEND

I wrote this part on the 23rd January 2019 while I was going to launch the book on the 1st February 2019. What made me write this page was the aspect of Dr Oliver Mtukudzi's sudden death. I took him as a personal hero and as a legend to all.

I was shocked by his death. Unfortunately, I failed to visit the family in order to pass my condolences because I was out of the country but I just thought to write his story in this book. I did it so that for a lifetime, people will remember that he's one person that I took as a hero.

To me he was a person who could not be defeated by challenges. After having produced 66 albums equating to his age of 66 years, it showed great creativity and thinking outside the box. Dr Tuku was one of the singers who produced many albums in our country and is celebrated by many people including those from outside Zimbabwe. I was shocked to see tweets and Facebook pages of Presidents from various nations speaking on and praising the greatness of Oliver Mtukudzi after he passed on.

Through this music icon, I really saw massive greatness in a small country like Zimbabwe. I also hope that everyone will celebrate his greatness as I did even before he passed on. I cried when I was speaking with Mama



OLIVER MTUKUDZI – THE LEGEND

Part 2

Magaya about Tuku and I said,

“If only Tuku could know that he was this great. Did he really know that everyone would cry when he's gone?”

I think there was supposed to be an art to monetarise his fame or his popularity and I think he didn't tap much into it. I remember him saying, “I don't take music as a career but as a passion”. Nevertheless, every CEO must take their passion into monetary value so that their children can inherit such invaluable legacy. I will be happy to hear that he left a rich legacy or some monetary assets for his family to inherit. I would be so much excited if such inheritable legacy exists. However, his greatness was undoubtedly amazing.

What made me to write was, are we not supposed to have a heroes' acre for such people in our country? Of course such people may not qualify to be equally recognised as the liberation heroes of this country but in a sense, they liberated us from anger and hatred across races into peace, laughter, joy and love for all citizens of Zimbabwe.

Through his music, he lifted the Zimbabwean flag and became a Cultural and Tourism Ambassador for Zimbabwe. I believe that, in order to encourage other



OLIVER MTUKUDZI – THE LEGEND

Part 3

people to become heroes of our country, their role and value must be linked to the economy and tourism of our country and such people like Oliver Mtukudzi must be celebrated.

It is my wish and prayer that Oliver Mtukudzi be honoured and declared by the Leadership of this country, the status of a musical hero. Will he be declared a National Hero? That is the question in my mind and that of others.

Of course there are war liberation heroes of our country who brought independence but we also need economic heroes like him. Such people who touched the lives of many must be celebrated in a huge way.

When we celebrate such heroes in a huge way I think even our children will be inspired to follow suit and desire to do the same. By so doing, they will also be lifting the Zimbabwean flag.

My opinion may be different from others, since everyone is entitled to their opinion but I think Oliver Mtukudzi touched the lives of many and he was one of the heroes in my time. He was great and by producing 66 albums, I am proud to say that I listened to all the 66 albums and there was greatness in them all; the lyrics, the instruments and



OLIVER MTUKUDZI – THE LEGEND

Part 4

everything else in the vast expanse of his speciality genre.

There was variation in every song that he did and each song was special and unique. I tell you, I don't think it was easy; try to compile one album and you will see how tough it is.

One may be surprised to note that, up to the time of his passing away, Oliver Mtukudzi did not have a Diplomatic Passport. Tuku's influence was from the 1970's up to the year of his passing away 2019 but never pondered by our own people to qualify for the Diplomatic Passport. It is a wonder why this may be difficult to celebrate our heroes whilst they are still alive.

He is my hero. Is he yours?



1. "A nation reveals itself not only by the men it produces but also by the men it honours, the men it remembers."

John F. Kennedy



CONCLUSION

In conclusion, one may ask if I have covered all angles in this book and the answer is, no. I could not cover them all, I only touched on 10% of what I really wanted to say. That 10% is enough for now before I release the next book. I would like to say a few things as I salute you for reading this book to the end. One may be reading this aspiring to become a CEO.

There are some tactics and wisdom that will equip you to become a CEO. You need to know how to attract favour from your superiors until they promote or appoint you to be a CEO. In this conclusion allow me to teach you the tactics and ways of attracting favour to lead you to become a CEO. I am referring to simple concepts of changing culture, ladder holders, ladder movers and understanding the ways of surviving as a CEO without undermining your opponents. I am talking about creating a world where you customize according to needs of those you provide products or services to.

Allow me in this conclusion to just touch on those who wish to become CEO's in their various disciplines. It is very important to know that, becoming a leader is not something you have a choice in, you should become a leader. I am talking of leadership arising from your position; leadership based on how you act and by the results you produce.

When you become a leader of that nature in an organisation,

you are bound to attract favour that will lead to your being appointed CEO. This is what I am pushing for. This only comes when you have wisdom in handling your superiors to find favour in their eyes.

As an example, I always tell people that when you travel, never travel with your superiors, they will notice your mistakes. You should also ensure that you do not eat with them. One point to note is also that you should never surprise your superiors because they do not want surprises, they want information. You should also salute and respect them in front of people, never argue with them in public because you will lose their favour. Promotion comes out of favour not out of qualifications, the qualification you need is wisdom. You must attain that greatness through wisdom.

If you are not yet a CEO you still have a chance to become one or hold a position in which you get instructions direct from the board and articulate their vision to your subordinates. A CEO position is good in that it may give you a better salary and a bit of comfort. If you are working for someone and you become CEO, it is an opportunity for you to express yourself as you become the CEO of your life and CEO of various spheres within your influence.

Even in ministry I always teach and say that for Ministry to succeed, it requires 10% anointing and 90% wisdom. How to control and manage the anointing matters the most even

more than the anointing itself. Being gifted alone without having the wisdom to control the gift will not make you succeed.

What makes you successful is having the wisdom of managing the anointing that you carry within yourself. If you are running a company and you do not pray for wisdom, you will fail. Remember I taught you that knowing that a tomato is a fruit is knowledge but knowing that it should not be placed in a fruit basket is wisdom.

Knowing business does not really mean that you are a perfect CEO but having wisdom and knowing how to articulate that wisdom makes you a better CEO who can change a company or run with a vision successfully. What I want you to understand is, without wisdom you are going nowhere and cannot attain greatness. You are aiming for a position and that position can only be won by knowing where you are supposed to be and where to go. Like I said earlier, if you travel with your bosses do not eat from the same table. Rather eat from your room because they must not see even the smallest of your mistakes.

Avoid complaining, no one promotes a complaining machine, I always teach about this. You must grow ensuring that you are becoming a problem solver not a complaining machine, this must be articulated in the presence of your bosses. In this conclusion I am just giving you tips on tactics

that can lead you to that position of greatness. It is an issue of planning and strategizing until you are chosen to become that which you desire to be.

There are a few points that I think everyone who is aspiring to be a CEO must take note of. One of them is to always keep fit, I taught this in Billion Dollar Class 1 and 2 but I will just summarize it here. Always keep fit, the brain is kept in the body hence, the body must always exercise.

Always be prayerful and have someone who guides you. Have those characteristics, attitudes and ways of survival which indicate that you desire to be a champion. Do not become an ordinary person, be a person who embraces a crisis to prove to your followers that you can hold that position. You must do so wisely and ensure you are at work earlier than everyone and be the last one to leave as well. Punctuality is key and ensure that you are available each time your services are required. Do not panic when the rest of them panic, remain calm and vigilant.

Five frogs were on a log and four of them thought of jumping, how many frogs remained on the log? This is one of the questions I read in one of my favourite books, thinking of doing something and executing are totally different. Reading this book and not implementing what is in the book is the same as wasting your resources and time. If you do not try to change the culture, attain ladder holders

and ladder movers among other things I have taught you will remain the same, you will not succeed.

What is required in life is to implement what you are taught to attain results. If you do not implement what I have taught you, you may be heading for failure. Again, I thank you and salute you for reading this book.

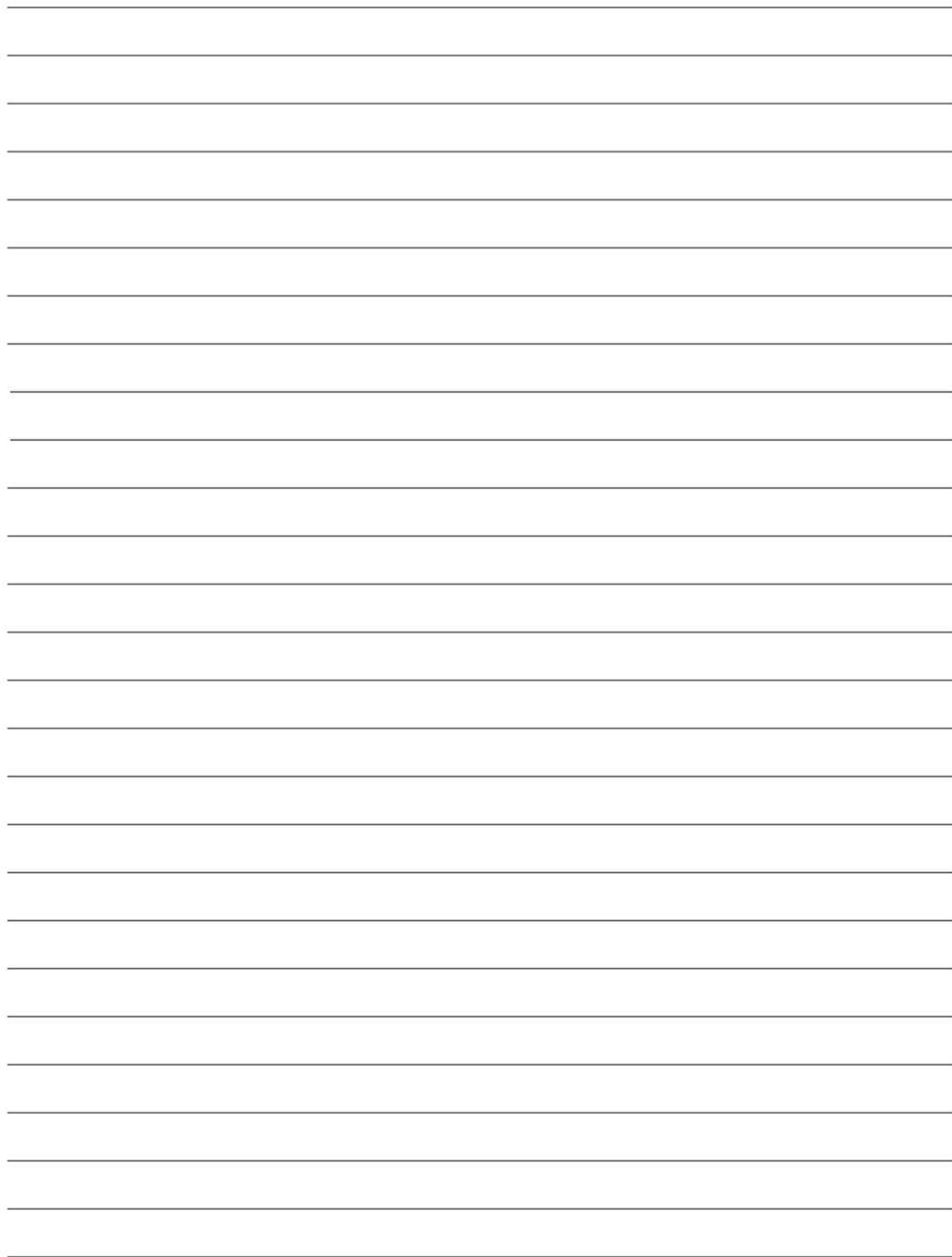
Greatness will follow you.

I prophesy that the power, anointing and speed I took to write this book in (10 days) will manifest in your life. I declare that you shall attain positive results and blessings in 10 days' time. I bless you in the mighty name of Jesus Christ, Amen.

A great thank you to my Private Angels

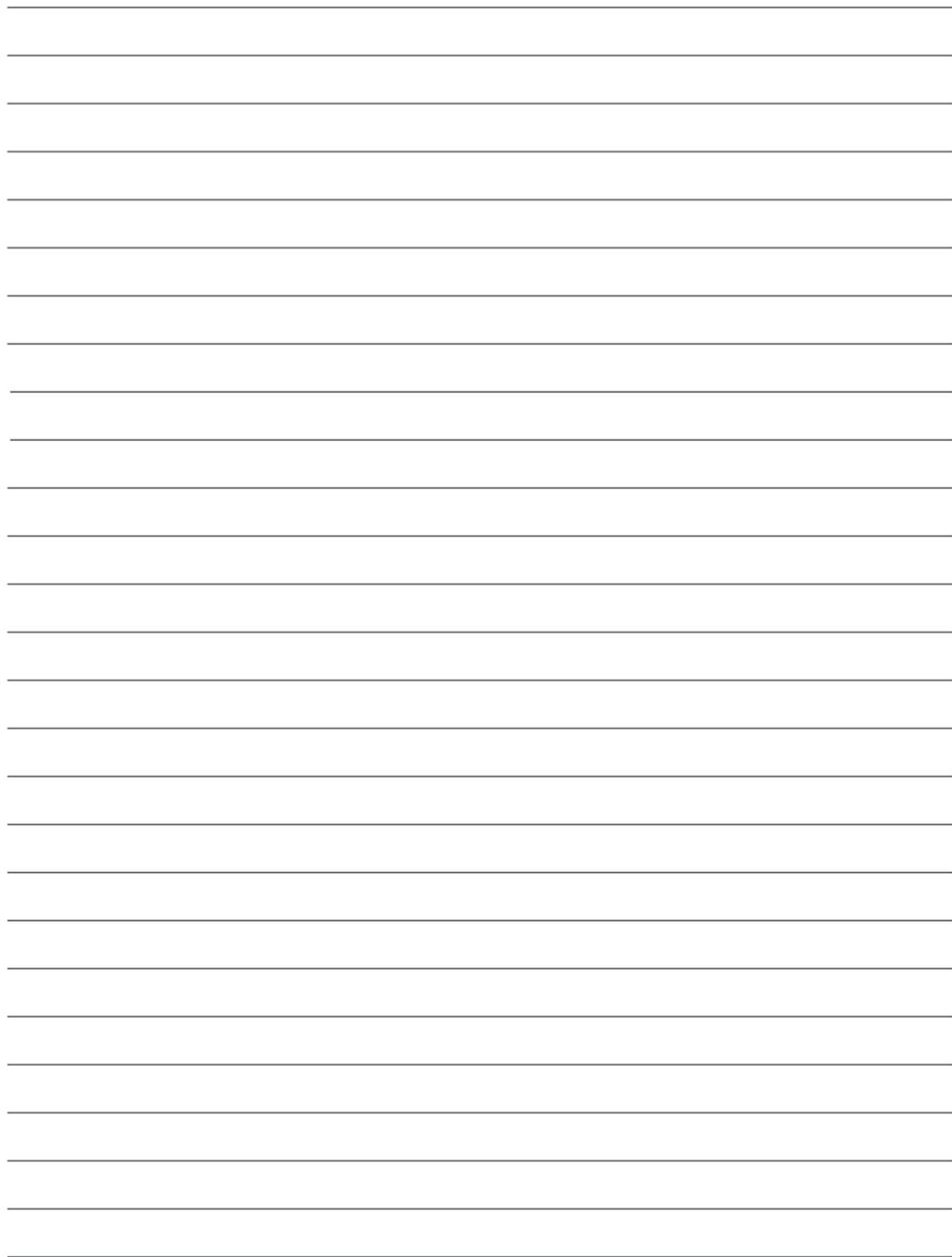
I would also like to thank 5 of my Private Angels who participated in the writing of this book. They worked day-in and day-out transcribing what I gave them as the contents of the book. They worked tirelessly and even went for several consecutive days without sleep in a bid to ensure that I relay this important information to you, my CEO.

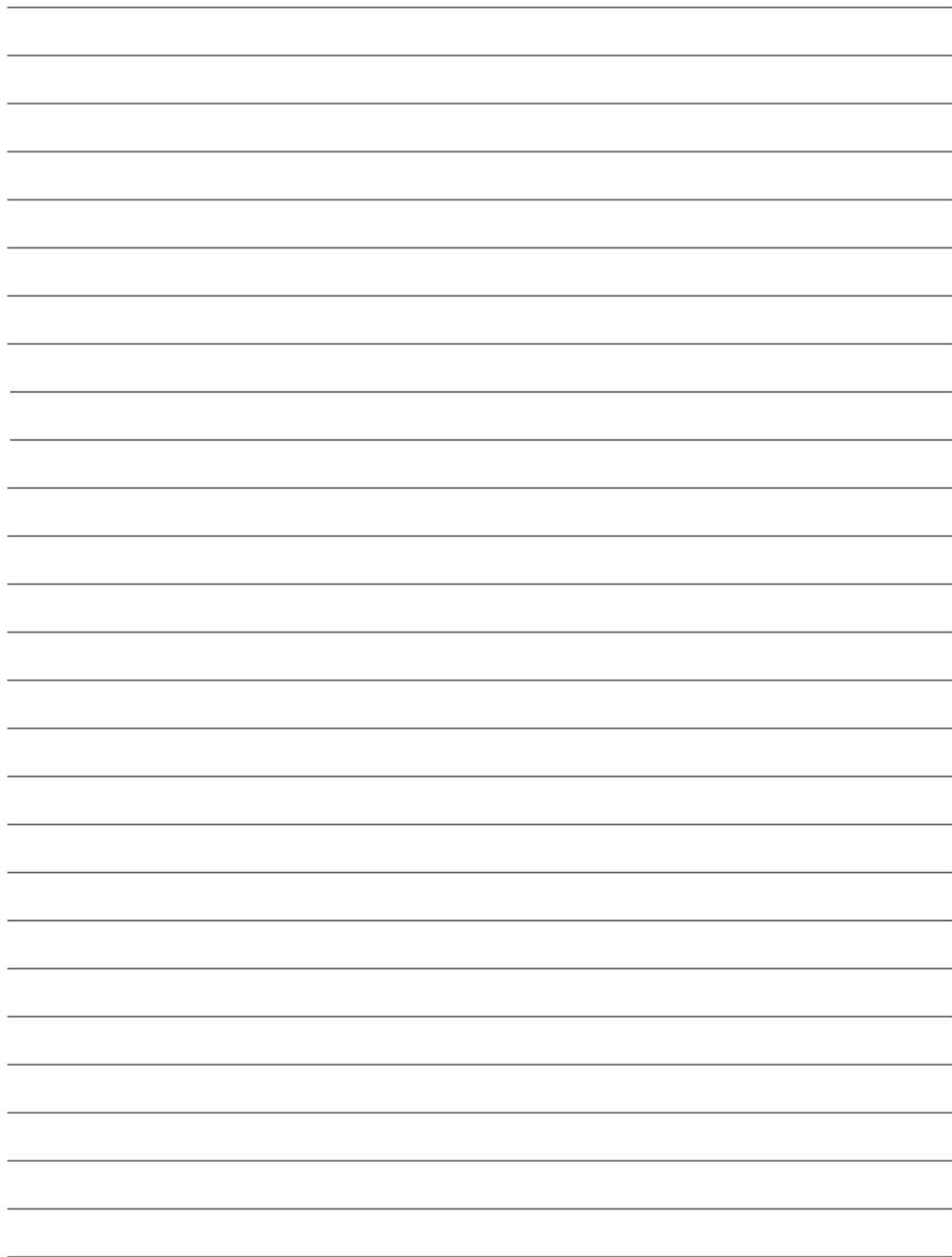


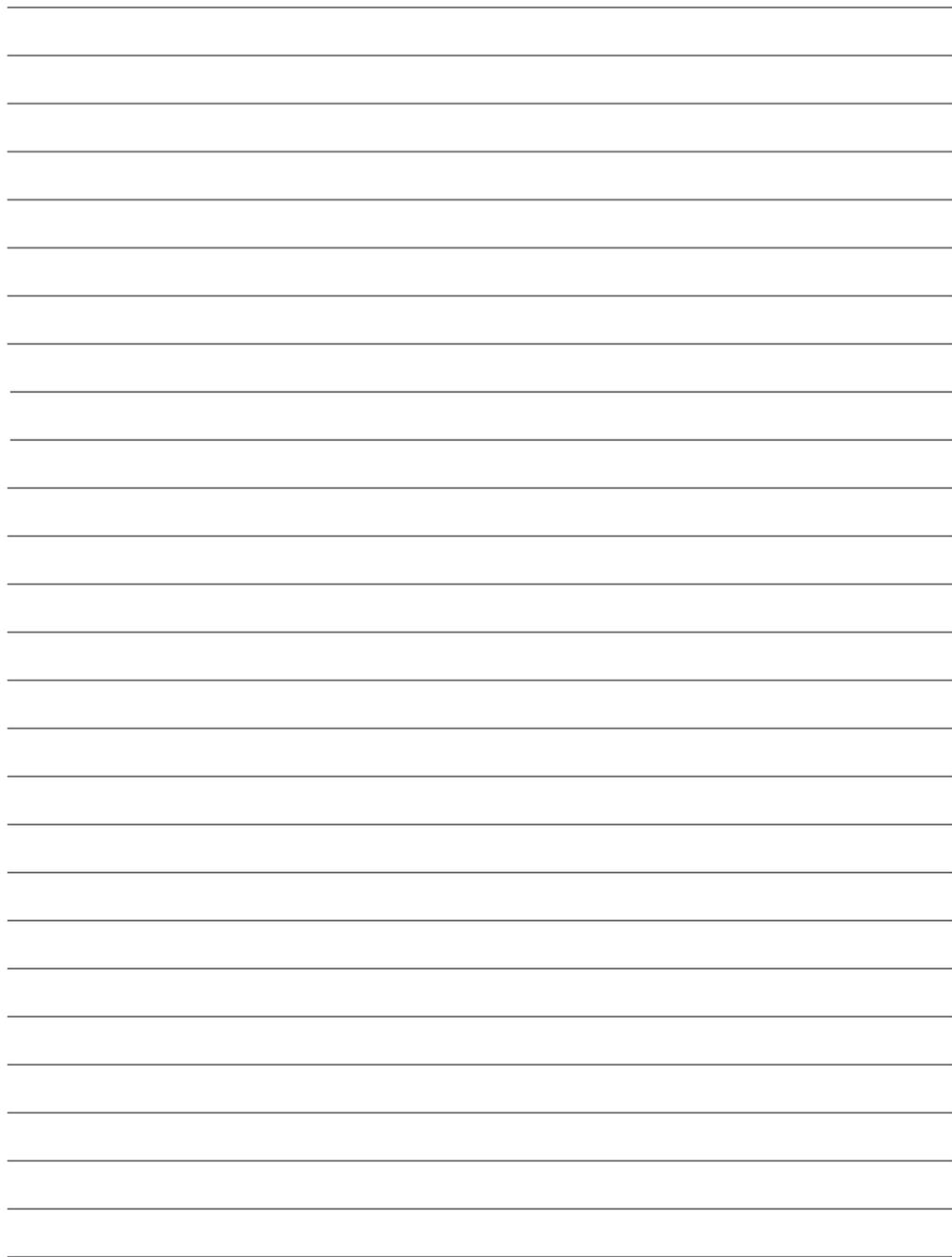


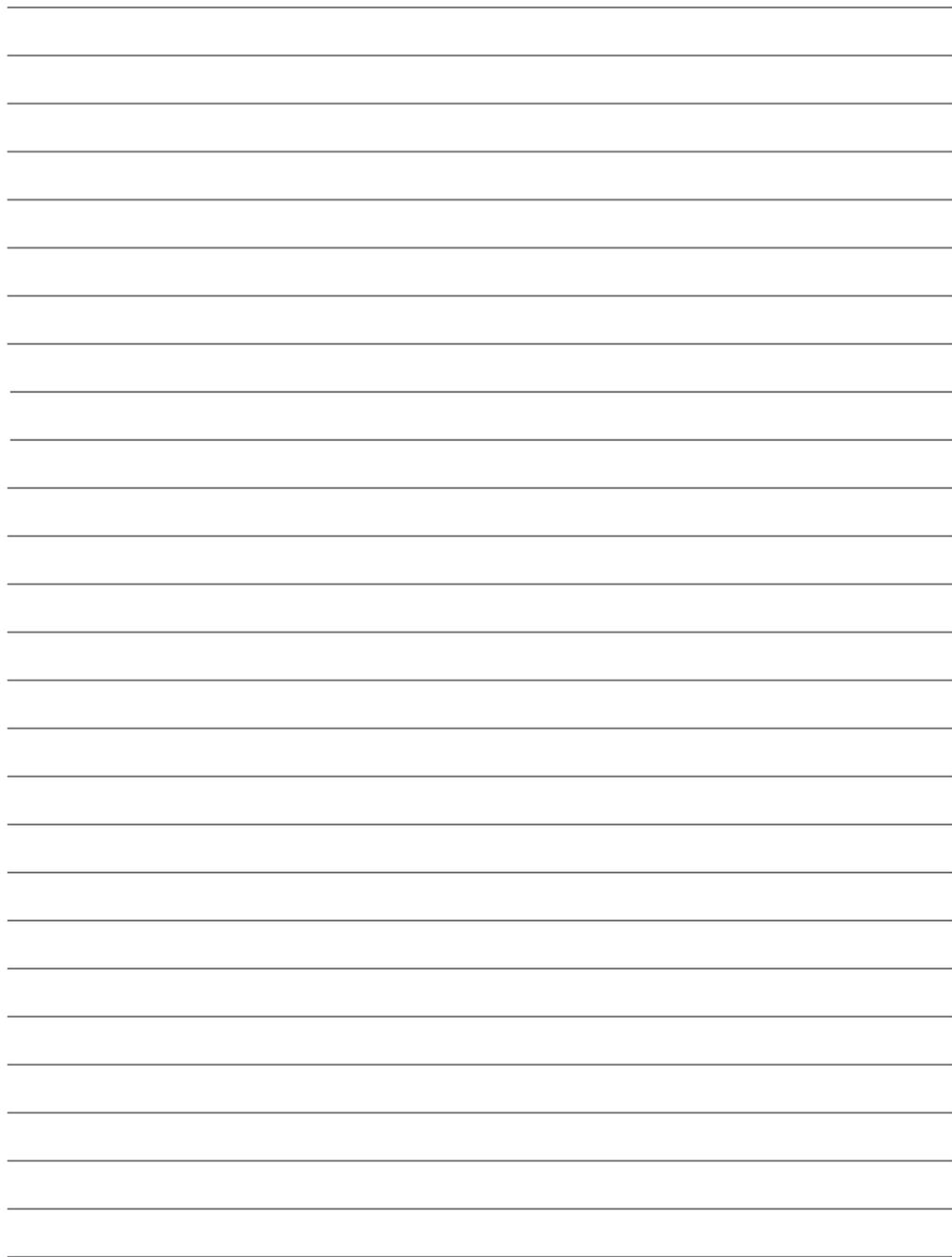


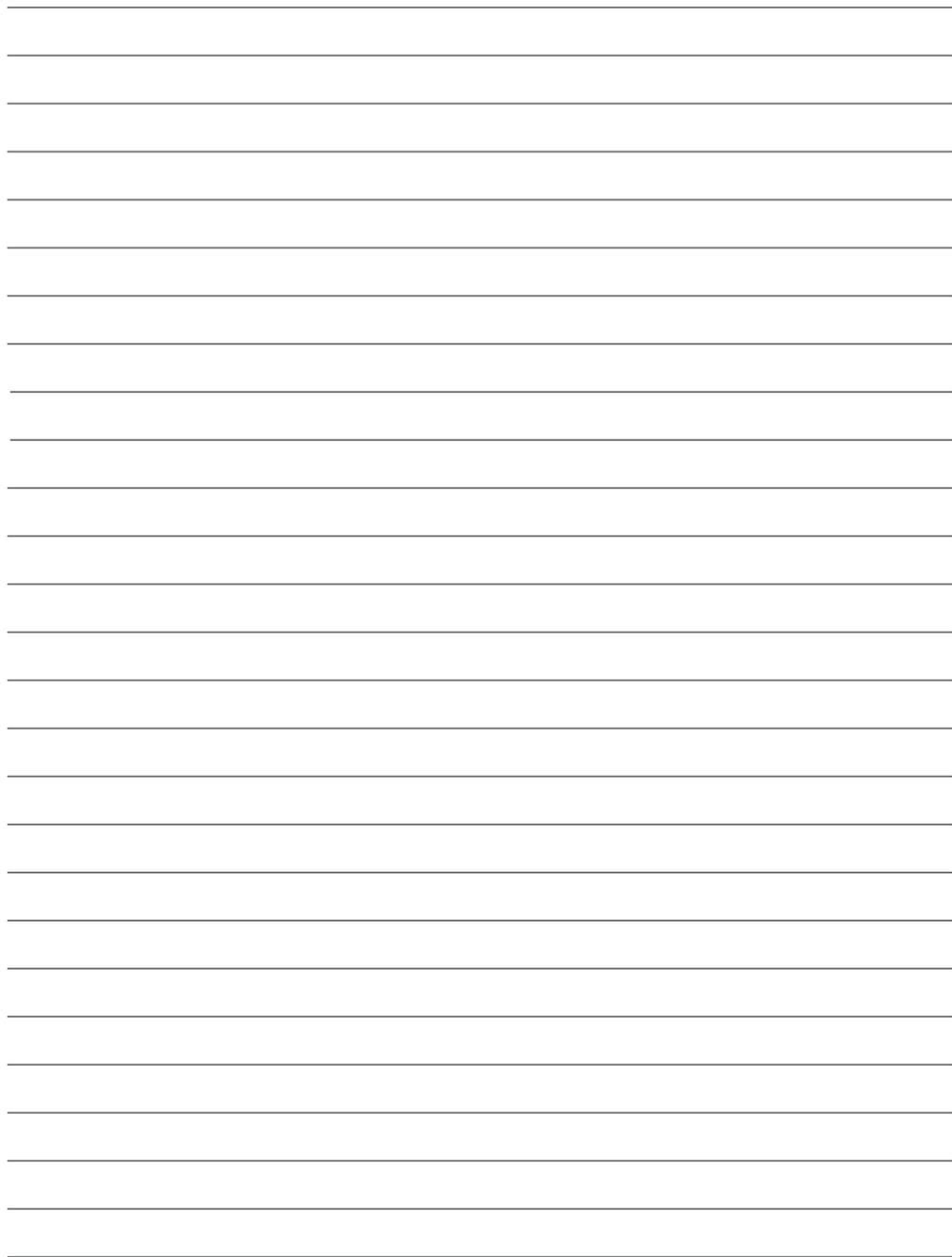




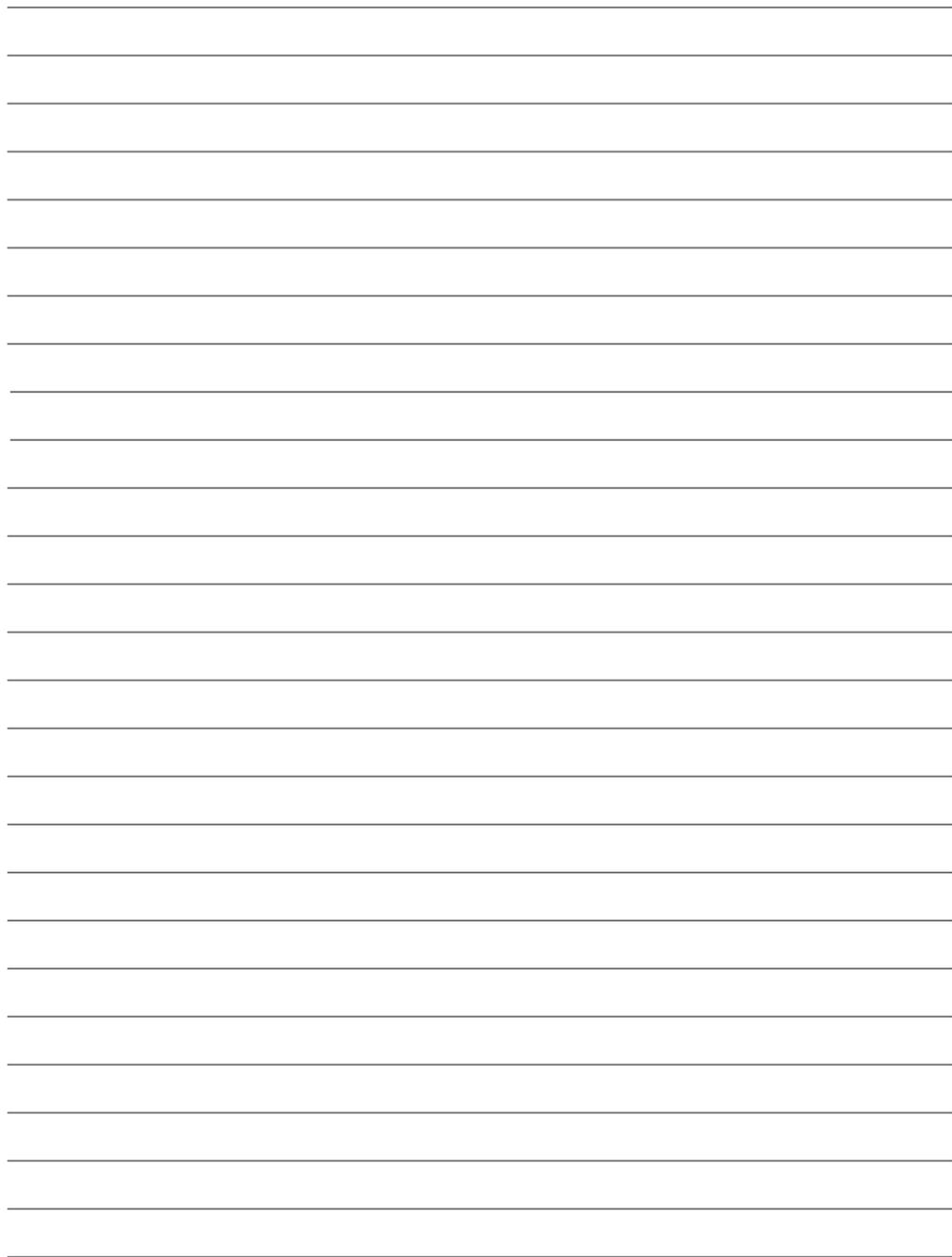












THE CEO'S MIND

BUSINESS ETHICS - SOCIAL RESPONSIBILITY

We are no longer in the World of Standardization but rather, a New era of Customization. Henceforth, it is both in the brain and mind of the CEO to create and fabricate a culture which can change the operations and Ethics in every business aspect. This book imparts and tackles on how a CEO can move along with his or her team who are ladder holders behind him or her, enlightening them on how they can move ahead in every business they execute.

This book also helps you to have a fresh renewed business mindset as it gives full clarifications in answering different questions such as: How can you customize your deal, your project, your church, or anything you are venturing into as a CEO? Defined as the Chief Executive Officer, you are the sensible brain behind every success of your business without any uncertainty.

How can you obtain business principles? How can you do it? For every organization to succeed, there are fundamental principles needed to be put into account which are one spirit, one vision and one goal. All these are copiously tacked in this book.

Remember, we are in the New world of Customization.

PROPHET W. MAGAYA



ABOUT THE AUTHOR

Prophet Dr. Walter Magaya is a Zimbabwean business magnate, investor, author, philanthropist, and humanitarian. He is best known as the founder of Prophetic Healing and Deliverance Ministries.

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