

The  
Greatness  
Manual

Recipes for Perpetual Success

**Rabison Shumba**

Foreword by Dr. John Stanko

# **The Greatness Manual**

Recipes for Perpetual Success

By Rabison Shumba

[www.rabisonshumba.com](http://www.rabisonshumba.com)

[www.greatnessmanual.com](http://www.greatnessmanual.com)

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## Dedication

To my wonderful wife, Jacqueline, and beautiful daughters Chantelle and Nontokozo, may you live to experience greatness and influence beyond your generation.

To my mother Dainah, my late father Elimon Tagwirei Mapuranga and all my brothers and sisters thank you for your continued support and encouragement.

And to everybody throughout the nations of the world whom I have had the liberty and honor to interface with, my desire is that you will achieve the fullness of your greatness. This book is for you and those that you influence.



## Endorsements of this book

Rabison Shumba is a refreshing voice who writes passionately about greatness. His work is unique and original. He amazingly weaves bits about his own life story into the production of this manual. Rabison firmly believes that greatness is like potential which can be developed. I fully recommend this work to anyone serious about pursuing their greatness. Be challenged to greatness as you work through this manual.

*Dr. T.A Makoni, MBA, DBA, DDS - Entrepreneur, Surgeon  
Author of Nurturing Champions, Entrepreneurship on Trial  
<http://nurturingchampions.wordpress.com>*

The Greatness Manual is very clear, concise and instructive. It is a tool that everyone must possess to give them a competitive advantage in the marketplace. Truly, a must have for all leaders.

*Dr. Shingi Munyeza, DBA  
Group CEO, African Sun Hotels, Africa*

Rabison introduces the reader to a culture of success. He is a true leader, quite unlike the hate mongers who only incite people to adopt a culture of failure and destitution. Such false leaders are not worth your respect and are certainly not your friends. Instead, follow the positive path illuminated by Rabison.

*Dr. Peter Raeth, PhD  
Senior Research Engineer, Phoenix, AZ, USA  
<http://informationanthology.net/careermentor>*

Witty, wise and relevant to so many aspects of life! Mr. Shumba has created a manual of common sense and ethics that focus introspectively on this generation and the deeper meanings of success. I did not hear a choir, but each section reads like a short sermon. In some cases I could imagine the inflections in Rabison's voice. His transparency in verse makes him a "real" person to me and not someone pretending to be authentic. The points to ponder and affirm leave everyone thinking deeper about their own purpose in life. This manual fits any situation, is a perfect gift for a young man transitioning into adulthood, a focal point of a male support group, a devotional that one reads everyday and ponders on, a team building seminar and so on. The list is limitless. I can really see this work becoming an international bestseller. I am very impressed.

*Jim Stroud  
Atlanta, GA, USA - CEO, RecruitersLounge, Author  
<http://www.therecruiterslounge.com>*

An impressive collection of well documented and articulated issues on success. Rabison has put together what he rightly calls a manual which acts as a reference guide for any individual who dares to be called a leader, an influencer and world- shaker. Reference to his own personal and business experiences makes it a practical guide which one can apply in their own area of endeavor. This book appeals across various domains to ensure that leaders are great in the creation of value. A must-read for serious people.

*Dr. Edgar Makande, PhD  
Business Consultant and University Business Lecturer*

A critical tool for personal success, empowerment skills in “power thinking” and leadership competencies written in a simple, user friendly style that most people can benefit from.

*Dr. Noah Masimba Pashapa, PhD  
President - Zimbabwe Prison Ministries and Bishop - Life and Liberty  
Churches International, Zimbabwe*

Buying a good recipe is one thing. The other thing is to correctly use the recipe. There are many cooks who hardly use their recipes. This manual is a challenge. Across all the recipe chapters the writer concludes by encouraging readers to be driven towards implementation. It offers life changing recipes that can transform business leaders, professionals and individuals if they can only dare to implement and implement again. This is a must read for greatness enthusiasts.

*Dr. Kbutula Sibanda, PhD  
Zimbabwe/European Union Advisor*

Rabison is one of the greatest motivators in the 21<sup>st</sup> Century. In this manual you will learn how to make your life everything you have always wanted it to be. He gives you principles to help you in business, leadership, family, professional work and at a personal level, all in one book.

*Bishop Professor Washington Mahiya, DBS, B.A, B.M,  
B.M (Hon), B.Min, B.Min (Hon), M.Th, MBA, M.A,  
PhD, PhD, PhD (Candidate)  
Christ Centre College Zimbabwe, Principal*

This is a profound worthwhile book full of relevant insights for success and high achievers in today’s world and the future.

*Dr. Bernard Chabata, M.A Leadership, DBL  
Entrepreneur, Minister of the Gospel*

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**Dr. Khutula Sibanda.** I have watched your determination for excellence for over 20 years. You inspire me sir.

To those I cannot mention individually; those I taught or led, many pastors, online contacts and my entire family and friends, this is your success too.



# TABLE OF CONTENTS

FOREWORD.....	1
INTRODUCTION .....	3
HOW TO USE THE MANUAL .....	5
<b>RECIPE SET # 1 - BUILDING YOUR PERSONAL CAPACITY .....</b>	<b>7</b>
ENHANCE YOUR VISION CONCEPTION AND MANIFESTATION .....	9
THE NEED FOR A MENTOR.....	11
BENCHMARK CORRECTLY – BE EASY ON YOURSELF .....	13
THE CRUCIAL LEADERSHIP COMPONENTS.....	15
UNDERSTAND THAT A LEADER SERVES .....	17
SHARPEN YOUR NETWORKING SKILLS .....	19
DEVELOP YOUR TEAM SKILLS.....	21
DERIVE STRENGTH FROM UNIQUENESS.....	23
MAKE DELEGATION YOUR COMPANION .....	24
LEADERS AND SUCCESSION ISSUES .....	26
MASTER THE ART OF COMMUNICATION .....	27
<b>RECIPE SET # 2 – CHARACTER TRAITS FOR GREATNESS.....</b>	<b>29</b>
LOVE CONQUERS ALL .....	31
WATCH YOUR BAGGAGE .....	33
BE A GOOD MODEL .....	35
YOUR NAME IS YOUR BRAND.....	37
YOUR FRUIT IS THE GREATEST INFORMANT .....	39
USE EVERY FALL WISELY .....	41
SKILL OVER SOUND CHARACTER .....	43
THE STRENGTH DERIVED FROM ACCOUNTABILITY.....	45
NOT SO FAST, SLOW MAY BE BETTER .....	47
CHOOSE BETWEEN COMMITMENT AND COMPROMISE.....	49
THE DECISION TO SET STANDARDS FOR LIFE.....	51
<b>RECIPE SET # 3 – MIND POWER REQUISITES FOR GREATNESS.....</b>	<b>53</b>
TAP INTO YOUR CREATIVE POWER – INVENT AND INNOVATE .....	55
FOCUS ON THE ULTIMATE .....	57
KEEP HOPE ALIVE .....	59
HAVE AN UNDERSTANDING OF SEASONS .....	61
GOALS SHOULD DIRECT YOU .....	63
EMBRACING NOBLE MENTAL ACCIDENTS AND INCIDENTS .....	65
SHUN IGNORANCE, RAISE YOUR AWARENESS.....	67
KNOW AND OPERATE IN YOUR PURPOSE .....	69
THINK PAST THE PRESENT GENERATION.....	71
ACQUIRE THE MUCH NEEDED WISDOM .....	73
AVOID CONFORMATION, SEEK TRANSFORMATION.....	75
MASTER YOUR THOUGHT PATTERNS .....	77
POLISH YOUR DECISION MAKING ENGINE .....	79

<b>RECIPE SET # 4 - ESSENTIAL VIEW POINTS FOR WINNING.....</b>	<b>81</b>
WATCH YOUR RELATIONSHIPS AND ASSOCIATIONS.....	83
BE ORGANIZED, PLEASE .....	85
IDENTIFY WHAT YOU ARE GOOD AT .....	87
MAKE A CHOICE TO BE HAPPY .....	89
CONFRONT YOUR SHORTCOMINGS .....	91
GRATITUDE WILL TAKE YOU VERY FAR .....	93
LET EXCELLENCE DEFINE YOUR LIFE .....	95
TAKE RESPONSIBILITY .....	97
IF AT FIRST YOU DO NOT SUCCEED.....	99
LIVE A LIFE OF “NO LIMITS” .....	100
REALIZE THAT EVERY CHALLENGE IS LINKED TO A SOLUTION .....	102
NEED FOR FAMILY .....	103
DO NOT LEAVE ANYTHING TO CHANCE .....	104
MAKE CHALLENGES YOUR BREAKFAST.....	105
DEVELOP THE “I CAN” ATTITUDE .....	106
REVISIT YOUR FOUNDATIONS .....	107
INTENTIONS ARE GOOD, RESULTS ARE BETTER .....	109
JUDGE BOOK BY ITS CONTENTS .....	111
BE VULNERABLE TO GET THE HELP YOU NEED.....	113
KEEP AN EYE ON THE EXPECTATIONS YOU RAISED .....	115
KEEP AN EYE ON THE EXPECTATIONS YOU RAISED .....	115
TAKE RISKS – NO PAIN NO GAIN.....	116
APPLY YOUR KNOWLEDGE .....	117
ALL TALK MUST BE FOLLOWED BY ACTION .....	118
 <b>RECIPE SET # 5 - ENHANCING YOUR BUSINESS LEADERSHIP .....</b>	 <b>119</b>
BE SELFLESS WITH YOUR SUCCESS .....	121
EMBRACE CHANGE AS THE ONLY CONSTANT. ....	123
UNDERSTAND THE ART OF EFFECTIVE NEGOTIATION .....	125
THRIVE IN THE FACE OF COMPETITION.....	127
EXERCISE SOUND BUYING DECISIONS .....	129
INVEST FOR A RETURN.....	131
MEET PEOPLE’S NEEDS .....	133
DESIST FROM CREATING YOUR OWN REBELS.....	134
STRIKE A BALANCE BETWEEN DIVERSIFICATION AND SPECIALIZATION .....	135
SEE AND SEIZE OPPORTUNITY.....	137
ADHERE TO CORPORATE GOVERNANCE .....	138
ALWAYS KNOW YOUR ROLE .....	140

<b>RECIPE SET # 6 - ENEMIES AGAINST YOUR GREATNESS .....</b>	<b>141</b>
FRUSTRATIONS FROM FALSE EXPECTATIONS .....	143
IMPATIENCE WITH THE GOOSE’S GOLDEN EGG .....	144
ADOPTING LAZINESS AS A HOBBY .....	145
MUTILATION OF TRUST .....	147
PARTICIPATION IN NEGATIVE MIND GAMES .....	149
COMFORT IN IGNORANCE .....	151
TOLERANCE OF ENVY.....	153
LOUNGING ON THE GRID OF GREED .....	155
REFUSAL TO CONFRONT AN ADDICTION.....	156
WHEN FATIGUE MARRIES COMPLACENCY.....	157
LACK OF BELIEF IN YOUR OWN DREAMS.....	158
ENTERTAINING AN ELEMENT OF PRIDE.....	159
 <b>BOOKS/ARTICLES BY THE SAME AUTHOR.....</b>	<b>160</b>
 <b>THE GREATNESS FACTORY TRUST .....</b>	<b>161</b>



## FOREWORD

As I write this foreword, I am sixty years of age. Age brings the ability to reflect if for no other reason than that one has survived by the grace to this point and have seen as well as experienced a lot. I have known the Lord for 37 years and have experienced much in Him and made conclusions on a lot of things. One of these is that success and greatness are not an accident but a result of hard work, diligence, perseverance and suffering while the results rest in God's hands.

I have developed a love affair with the book of Proverbs over the years and have found its wisdom to be timeless and practical. I prayed early on in my walk with the Lord that God would give me wisdom and He has. I find that people seek me out more and more to ask for advice and counsel. I am honored at such a position in the lives of so many and I pray that God will grant me influence and opportunities in the years I have remaining to touch people and motivate them to do great things for God.

Why do I say all this about myself? I say these things in order to commend and endorse the book you have in your hands. Rabison Shumba has compiled a series of educational and motivational gems that transcend his youthful exuberance. He has put together a host of lessons that summarize what it takes to achieve greatness, while yet keeping one eye on the Giver of success, who is God Himself. How did such a young man get such wisdom, I ask myself? Rabison learned these lessons in his own pursuit of excellence and greatness. His goal is not only to apply these principles but also to share them with you.

I love how Rabison is unashamed of his pursuit, explained by the title of this book. He wants greatness, if God will allow, and he wants you to have it, too! That is not defined in terms of money or fame, which may or may not be part of your greatness pursuit. What Rabison knows and I have also found to be true is that greatness is doing what you love every day, doing it a little better every day, and seeing the fruit of your labors impacting other people.

I was on a radio show once and was asked my definition of greatness and success. I answered, "Doing what you love as often as possible." If that definition is accurate, then this book will truly help you be

great in the eyes of God and man, for it equips you to push past your fears and passivity to pursue your goals and dreams.

What Rabison has put before us is a sumptuous feast of knowledge and insight and you will do well to give some thought to how you will tackle this book. I chose to take my time, much to Rabison's chagrin as he pressed me for this foreword. You may read it through from cover to cover. I chose to jump around, so to speak, and read the titles that interested me on any particular day.

Whatever your strategy, you cannot just read this book. You must do the accompanying exercises, making your affirmations and pondering the points, hopefully journaling your responses and insights. As stated earlier, there are no shortcuts to success, and you will do well to take some time to savor the insights and apply them to your life daily. The beauty of this book is that it will not just be a one-time read; it will be a lifelong companion, sometimes a devotional, at other times a compass, but always an inspiration, spurring you on to greatness.

Thank you, Rabison, for taking the time to chronicle the lessons you have learned and for making the effort to share them with us. I appreciate your uncompromising zeal and enthusiasm for what God has revealed to you. I pray great success as you continue to grow in these principles and may the Lord open many doors to coach and train along the way. May you never grow weary of applying what you learn. I am certain that this book will lead to others, and I pray you will see many more new and exciting things along the way.

For you the reader, I encourage you to use this book as you travel along the highway to greatness and purpose. May the Lord guide your steps and may you use this manual for many years to benchmark your own journey into happiness and productivity. And may God help all of us achieve the full potential in Him. Thanks again, Rabison, for playing a part in seeing that happen.

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Pittsburgh, PA USA  
[www.purposequest.com](http://www.purposequest.com)  
October, 2010

## INTRODUCTION

This book has become the fruit of life processes, encounters and questions that I carried over the years. The greatest enquiry I had was what my own purpose for existence was. I wrestled with this for a number of years hoping for someone to give me a formula for it. I wished for a book that could help me deal with my past, explain my present and position me well enough to face and maximize my potential in the future ahead.

With the passage of time, I realized that my concerns were certainly not unique to me. Those I worked with, communicated and related with seemed to grapple with the same issues. In the end no one was there to help with an antidote or dosage that could boost our grip on destiny and realization of potential. Gradually I realized that I was able to help others discover their path and direction and in that very process my own purpose surfaced. I realized that I am fulfilled when I help to uncover diamonds hidden in the dust which is resembled by my passion to help others to identify and maximize their own greatness.

It is prudent to set the record straight from the onset what greatness entails. Greatness is essentially operating in your area of passion and doing so with an ever increasing excellence. Greatness is not always necessarily evidenced by riches or how famous you will become in life though in some instances these are a part of it. Greatness is when your existence makes a lasting impact not only in your own life but in the lives of those around you (your community, nation or the world).

Greatness is a journey. For any journey to be a success one has got to prepare all it takes to complete it. Since greatness is a heritage for anyone and everyone, it therefore means all mankind needs to be prepared for this journey to reach the ultimate destination. You cannot resort to take the backseat on the bus of life and not care to discover what it takes for you to be the next greatness story.

My **passion** is to live out what I believe. My **desire** is to take you from where you think they are to where you are supposed to be (destiny). My **dream** is to show you that you have a role to play on your road to greatness. You have to make choices that will bring about greatness and success in your life.

A lot has been written about the subject of greatness, success,

influence and so forth. The question that comes to mind is “What is different about this book that has not been published already?” I am so glad you have asked that question. This is not another book on greatness. It is a recipe book which aims at clearly and precisely unraveling truths on how you can be a high achiever in life; how you can expose the giant that is usually dormant within you and how you can take-on any situation for your own good.

This book will help you answer a number of questions which you or your team members may have concerning what you can do in the time you have while on this earth. It will help you establish who you are (identity), where you are in life (current state of life), why you are there (causes), where you are going (destiny), what you need to get there (your tool box or recipes).

In this book is a plethora of inspiration that will move you to increase in understanding and wisdom on greatness. You will no longer be content with sitting on the fence, half achievements and near successes. This is a dosage that will create a hunger in you to do greater things in your generation.

Any good meal requires good ingredients. This book is not a meal for you to simply partake but an empowerment and equipping tool to create your own success. It is in essence a D.I.Y Book (Do It Yourself). It makes you take full ownership and responsibility over your own life progressions. You cannot delegate the responsibility of setting up your life’s journey on anyone else. You have to start looking at your own contribution seriously. Life is indeed what you make it to be. You can create the life you have always wanted.

The beauty about the journey towards greatness is that it is never too late. Take a closer look at what you will discover through the insights and principles in this book. Most importantly take action on areas of your life where you need to think and act differently. Before long, people will not recognize you. Those who associate you with where you came from will wonder what exactly happened to you. Get on with your journey. Now is the perfect time for it.

Rabison Shumba, 2010

## HOW TO USE THE MANUAL

This book is meant to be a companion for daily living hence the concepts and principles contained therein should be used in family, business and corporate life. You should be able to read this anywhere and anytime. With every principle you will find a heading with a summary of the greatness principle being discussed. From the heading there is the body of the principle explaining it. **Ponder Points** that follow are meant for you to stop and reflect, think through deeply about how the principle affects you and those around you. You should think through how you have applied it so far or how you will apply it in the future. You should not rush through the ponder points but stop and consider them carefully.

One major highlight of each principle is the **Affirmation Points**. Ralph Waldo Emerson says *"Sow a thought and you reap an action; sow an act and you reap a habit; sow a habit and you reap a character; sow a character and you reap a destiny"*. An affirmation is a short statement of intent which is said as if it is already true. One of the easiest ways to bring about a positive meaningful change into your life is when you think, say, or write affirmations. It is the affirmations that are used to change attitudes. A change in attitude changes the habits. When habits are changed, amazing results are seen.

Repeated thought processes shape your current beliefs and habits. Many of these thoughts have been self-limiting and destructive. A series of repeated negative thoughts is discouraging and impacts negatively on your motivation and self-confidence. Replacing these negative thoughts with affirmations can help you to change your attitude and encourage you to believe in yourself. As you adopt a more positive attitude and feel encouraged, your actions and habits will shift. When actions and habits come into alignment with success, significance and influence, then all three will happen quickly.

Affirmations have to be written down after which they have to be said out loud. So when you come across Affirmation Points in this manual, you must repeat those words and see how they impact on your thoughts. Repetition and passion are both very important with affirmations. You want to repeat them often enough that they are memorized. This will be useful when situations arise that are critical to you achieving your dreams. Telling yourself a million times that

you are a success story builds conviction within you such that when you come across a situation which seeks to condition or label you as unsuccessful you are quickened to invoke the affirmations. Passion is what helps your statement to feel real and comfortable. As it begins to feel natural, it makes it easy for your affirmation to be true. Even though the things you will be saying may not exist now, you position yourself properly to embrace it when it finally comes. You build positive energy, hope and anticipation. Suddenly you meet the right people and say the right things without being anxious or having a blank mind.

Let the greatness journey begin. I wish every reader success and fulfillment on their route to greatness.

# Recipe Set # 1 - Building Your Personal Capacity



*You can only receive to the level of your capacity. No matter how many ideas and opportunities may exist, it takes the readiness and capacity of the recipient for them to become a reality that benefits mankind.*

## Getting you ready for this set

Capacity refers to the ability or power to do something. It can also mean the maximum amount that something can contain or produce. This set of recipes will help you to achieve both. You will be able to increase in your ability and power to achieve greatness as well as enlarge to the maximum potential what you can handle or contain as an individual.

Greatness is dependent on you as an individual. *It takes individual readiness, effort and decision to start walking in the direction of destiny.* You are born into a world that is limit focused. For example, you can only earn so much as a salary, you can only work for so many hours, you can only manage so many projects at a time and so on. Until you make a decision to build the internal capacity to make an impact on humanity, you will always grapple with existing limitations and barriers.

Since greatness is achieved when you live in your purpose, when you do what you love doing daily, while aiming to do them better with each day, it is necessary to build your muscle that makes you carry it with ease. *You may have all the potential stored on the inside but if you do not develop the right capacity you will not fully explore what you can achieve.* You will under-live your life and not know it; you will lose your momentum to walk in your purpose and not even notice it.

This series of recipes has got you and your personal capacity as the centre of focus. No longer will you be comfortable with merely seeing tell-tale signs of greatness. No longer will you take refuge under the banner of “At least”. No longer will you watch others living fulfilled lives while you creatively avoid being stretched. The recipes will exercise that muscle to build enough tenacity to identify and use opportunities that enhance your greatness.

Bourke Cockran sums it all up when he says “*Capacity never lacks opportunity. It cannot remain undiscovered because it is sought by too many anxious to use it.*”

## Enhance your vision conception and manifestation

When you get a **vision** or dream, you have to realize that it takes a process for it to become a reality. There is a time between vision, conception and manifestation. However people grow impatient and hence truncate their greatness by coming up with a Plan B to the original vision. You have to understand the importance of the incubation period, a time where growth seems non-existent. When it appears impossible by your judgment it is the perfect time to press on. Progress comes a little at a time not in droves. It is not necessarily our **ability** or **capacity** to think or **experience** that will make things happen. With time the dream and vision will roll out smoothly. As the vision carrier you must ensure that you do not contaminate the seed by losing focus and

*When it appears impossible by your own judgment it is the perfect time to press on.*

diverting your energy where there is least return. You must shun those that will discourage you or ridicule your vision as unattainable. Listening to detractors can result in you believing them more than you believe in yourself. Sometimes the detractors can steal your idea and use it as their own.

One thing I know and enjoy doing is coming up with ideas and projects that have never been done elsewhere. I thrive on being innovative. One day, having spent many hours thinking and cracking my head on an idea, I drafted it on paper and it seemed good to me. It was a business conference that brought many Christian entrepreneurs from across denominations to share a platform to teach business principles to the nation. This idea had been birthed out of a passion to see business done differently in my nation. What seemed like a brilliant idea suffered the ridicule of fellow brothers who called it a day dream that would never see the light of day. I asked myself why these brothers were seeing impossibility when I saw it differently. Unfortunately, I succumbed to criticism and destroyed every physical evidence of the idea. It was not long after I had destroyed my plans that other people started implementing the same idea in a slightly different manner. Suddenly, I felt robbed. I pondered on whether this was not my idea that other people were

now manifesting. There was no one who could help me process this situation. I had just learned a lesson right there. It is foolishness to discard your vision based on other people's perception or the lack thereof. There is no one who can see your vision the way you see it. There is no one who can put it together the way you have thought about it and worked it out.

I have resumed dreaming again. I see clearer with each day that goes. I am careful not to contaminate my vision by standing on the mountaintop to proclaim it before it has roots. I am aware of one weakness I used to have where I could not wait to share my dreams with others with a hope to inspire them but only got myself into depression in the process. I have now mastered the art of keeping ideas to my chest until an appointed time. It is easier for people to encourage you when they see some sort of evidence of success in what you are doing. When it is just in your head or even on paper, your idea may be paralyzed by specialist scrutinizers you find in every society.

**Ponder Points** - What is the vision you are carrying? What are you doing while you await the full manifestation of that vision? What does it take on your part for that vision to eventually materialize?

**Affirmation Points** - I have a great and amazing vision. I think big all the time. I always stretch myself beyond the confines of the present comfort zone and enjoy carrying this vision. I have a desire for the dream to come true in my lifetime so that I enjoy its fruits.

*Cherish your visions and your dreams, as they are the children of your soul, the blue-prints of your ultimate achievements.*

*Napoleon Hill*

## The need for a mentor

Mentors are like midwives in that they bring the best out of someone. Their intention is to deliver significant results. Their role is not to control, dominate or dictate stuff to someone but to **guide, direct** and **suggest**. They help **identify** and **sharpen potential**. They are not insecure and hence they rejoice when one excels and surpasses their achievements. There should never be a generation that exists without mentors. Mentoring relationships pass on the ideals from one generation to the other. There can never be a next generation if the present one does not sow seeds to the future. Fathers should spend time coaching their children. It is very difficult to pass on information and ideals when you never spend time with your children.

*There should never be a generation that exists without mentors.*

Mentors have special roles and assignments even with no immediate benefits. You can have more than one mentor with one for each facet of life e.g. Marriage, Business or Career. Identify people you can trust and open up to without fear of being judged. True mentors are very important for nurturing dreams and visions. A mentor who fails to realize that their role is to bring out the best in others will sometimes feel threatened by the progress of the protégé and silently suppress them.

There is nothing worse than a competitive and insecure mentor.

In the process of building your capacity for greatness, you need to find a mentor that can help to stretch your capacity beyond your comfort zone. Sometimes you may assume that you have reached the limit in your own development until a mentor shows you an angle of your life where you need to grow. Therefore a mentor becomes the extra eye on your greatness journey providing the monitoring and evaluation that you need to take you to the next level of life.

I have had a number of mentors and in a way my success in life has been a result of people taking my hand and directing me to where I am supposed to go. The following are some of the mentors that have helped me in life: **Bishop Trevor Manhanga** is a man who discovered and groomed me in my initial days of church ministry. I was entrusted with incredible responsibility even though it looked

risky to do so; I had only been in his church for 2 years. **Reverend Murray Cornelius (Canada)** enabled me to participate in the setup of two new churches as core leader. What a learning experience to realize that churches do not just start themselves but it calls for a dedicated team that is passionate about winning souls. **Dr. Ola Vincent Odulele (United Kingdom)** came along and modeled me on how to do business in a Godly manner and how one can write books that leave a legacy. I could not help but feel challenged to do more through the exploits I saw in this man who travels the world and speaks to Presidents and influential people. Ola-Vincent helped me to think and act global. **Dr. Tawafadza Makoni**, was my first tutor and lecturer in Pastoral studies. He encouraged and guided me in the process of writing books. He continues to nurture the champion in me as I look into his testimony. **Dr. Peter Raeth (USA)**, has been one of influential person on my journey. This man saw my online work and liked it. He asked for permission to use some of the work to which I agreed. Little did I know that a very strong relationship was building up. This man has given me counsel that is invaluable. He has travelled to Zimbabwe on his own accord to help me with projects that I have initiated. What an incredible mentor.

**Ponder Points** - How do you feel about being mentored and then mentoring others? In what conditions do you think mentorship works best? What are your experiences with previous mentors? Think about and write down what you generally expect from a mentor. What benefits can be derived from having a mentor?

**Affirmation Points** - I am a good mentor to others. I also have excellent mentors from whom I learn a lot. I enjoy being with those that are inspired and role models of my time. I am helping others to achieve success with the resources I have.

*The joy in taking the time to mentor someone lies in witnessing and enabling their gradual growth, then basking in their glory when they move ahead.*

*Jenny Handley, co-author of Raise your Game*

## Benchmark correctly – be easy on yourself

Sometimes people go to great lengths to try and match a false **benchmark** index. Greatness is not a factor of asset value and the number of zeros on a bank balance but a factor of how much difference you make and how far your circle of **influence** grows. Of course you can do so much more, give more and reach out to more people when you have extra cash. People listen to someone who proves that they have a level of independence, not someone who speaks to please the paymaster.

When you realize that **wealth is acquired by building** bit by bit, you will not get stressed trying to get enough money to buy the latest automobile version. You go easy on yourself.

In the midst of working hard and achieving set goals, you need to **Relax** the mind, **Rest** the body, **Revitalize** your inner drive and **Restore** your energy and passion for the things you love doing like going on a boat cruise, a holiday by the beach, or a 2 hour drive with your spouse. Interacting with others can give you enough business for the rest of your life. As you relax on that golf course, you could network with a billionaire who will give you enough business for the rest of your life. Benchmarking or aiming to achieve the same level or surpass other **great** people is normal, but it should not be the main focus. You should be careful not to try and match those with ill-gotten wealth. If you do not have enough information on these successes then you should not use that benchmark index. If you are a sprinter who benchmarks yourself against athletes who use steroids and other endurance additives then you will soon become discouraged.

In your quest to make a difference to humanity, you are not in competition with anyone. You are simply doing what you enjoy doing hence positioning yourself to live a meaningful and fulfilled life. The wrong benchmark index can distort your idea of the correct personal capacity.

I used to be envious of the rich and famous. It was only after my awareness increased that I realized what people were prepared to do

*In the midst of working hard, you need to relax your mind, rest your body and revitalize your inner drive.*

in order to remain rich that I began to have a clearer reflection and benchmark for my own life. Some kill, steal and destroy just to get another million dollars. Some take great strides and awesome amounts of initiative to pull the next person down so that they take over what they have. I have decided to use benchmarks of people who work for their money, people who use their creative genius inside to create wealth in a clean morally upright fashion. I have decided to be particular about setting the right benchmarks and not be rough on my own nervous system by competing with the unorthodox practitioners.

One lesson I have realized is that the business world is not for the faint hearted but for the determined. I have grown to realize that there are shrewd men and women who will not stop until they squeeze opportunity into their own territory. I have learned to be tougher and yet remain with the correct mental framework of justice and fairness. I continue to desire that I become a well calibrated benchmark for other aspiring business persons.

**Ponder Points** – Who are you emulating in your quest for greatness? Who are some of your lifetime heroes and why? How much information do you have about how your heroes achieved their greatness? What is it about your influence, life and wealth that others can benchmark against?

**Affirmation Points** – I am made for greatness. I have heroes whose influence I emulate. I am unique in my own calling and purpose. My life story is an encouragement to many who are following behind. I take time to relax and reflect on my goals. I take time to rest and revive my passion.

*Every now and then go away and have a little relaxation. To remain constantly at work will diminish your judgment. Go some distance away, because work will be in perspective and a Lack of harmony is more readily seen.*

*Leonardo DaVinci, Italian scientist, inventor, artist, architect, musician and writer*

## The crucial leadership components

As an individual, you need to always carry the right perception of greatness so that your capacity for it is developed. The mere mentioning of the word greatness gets people to think of money and fame and yet those are merely by products of living in purpose. A factor of how much **influence** and **impact** you have in your lifetime. **Integrity, insight** and **innovation** will propel you to reach beyond balance sheet status. It will never profit you to gain the whole world while you lose your soul in the process. People would rather listen to someone with **great insights** than someone with many assets but no clue on how to impact others to do likewise. As your network grows then your relationships increase and the circle of power enlarges and your balance sheet shifts positively in value. You do not gather assets to become influential but you must have influence in your own right and assets will accrue to your name. Take note that your personal leadership capacity can and will grow if you take heed to the fact that it is your integrity, insight and innovativeness that will build it.

*Integrity,  
insight and  
innovation  
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to reach  
beyond  
balance sheet  
status.*

At some point in my life, I lost assets which I valued the most during one of the worst economic meltdowns in world history in Zimbabwe. There were times when I would more or less feel what Job went through when all assets accruing to his name were lost. I struggled with how to influence people without having any assets to my name. I had lost cars, a house and pieces of land. My own thoughts were that I could not tell people about success and hope that they would listen since I no longer had any assets left. I realized that I had to remain positive in the midst of this adversity. However my network still grew as many whom I was leading and those from a distance kept asking questions on why I was in such a predicament and yet still remained focused.

I have started coaching others through my personal experiences. I chose as part of my own integrity to call a spade a spade and say my

story as it is. After all, of what use would my victories be if I do not speak about them to build and encourage others. While I am not perfect, I still endeavor to be an example of one that can fall and yet keep on rising. My attitude is not to count the number of times I fell. I focus on the number of times I made a decision and effort to rise again.

As a leader, you have to realize that what you do and say has an impact on those who follow you. There are people who follow your trail, your testimony, your trials and tribulation stories. There are people who watch earnestly to see how you walk the talk, how you appropriate your values to what you do daily. With the realization that you have a constituency with its eyes on you, it places a demand on you to lead truthfully despite the thorns and thistles that prick your feet and body. I attest to the fact that it is a hard thing to remain in integrity when everyone else seems to have found an alternative in ducking and diving the norms and systems in place. You risk being called names but it pays in the end to remain in the right frame of mind, maintain perspective and be the role model that followers desire to see.

**Ponder Points** - What are you chasing? Are you more concerned about the number of assets you amass at the expense of how many people you could touch and influence regardless of your assets? If all the assets you have could disappear, would that take away value from you? What do you consider as important in your life and value system?

**Affirmation Points** - I am a champion. I am a person of great influence. I have amazing insights and wisdom. I have an amazing passion for innovation. I am growing in wisdom daily. I am being enlarged daily. I am being stretched beyond where I stand now. I have great and amazingly growing relationships around me. I am a history maker.

*There are men and women who make the world better by being the kind of people they are. They have the gift of kindness or courage or loyalty or integrity. It really matters very little whether they are behind the wheel of a truck or running a business or bringing up a family; they teach the truth by living it.*

**James A Garfield**

## Understand that a leader serves

The way up to greatness is determined by your **determination**, **desire** and **diligence** to serve others. Determination is an attitude that says “no matter what, I will serve”. You must have the desire and attitude that says “I want to” instead of “I have to”. Serving others requires a level of diligence because it is difficult. You can easily feel like giving up at times. When you give up being overly conscious about **designations** (titles), you go up the success ladder. Great opportunities are lost because you are concerned with titles given by man. You can never be too big to serve others in your generation. Many times people become bigheaded and think that because of the titles that they have they are not supposed to serve but be served. Jesus being the great leader of the twelve did not focus on his title but opted to wash the disciples’ feet. (John 13:1-17) That is servant leadership.

*When you give up being overly conscious about designations (titles), you go up the success ladder.*

A number of institutions have the servant-leader model in reverse and their leaders impose themselves as the ones who should be served instead. Although the followers are expected to honor and respect the offices held by the leaders, the leaders must serve the followers. Servant- leadership is one of the most influential leadership models that can be followed leading to significant results. This principle can be applied to business, government and church life.

I have served under great men and women in my life. Having served under Bishop Manhanga directly for three years, I went on to help setup 2 new churches under the guidance of Reverend Murray Cornelius. In 2006 my family and I left to serve under Pastor Tom Deuschle. One great lesson I can relate through the model I saw in all these men was that a leader is not merely a title holder but exists to serve people. These men demonstrated and lived it. I learned that the true essence of **servant leadership** is in the passion and desire to serve those who follow you and not place an expectation on them to serve you. You can serve your generation and those after you.

I have applied servant leadership in business where instead of wearing

the CEO's hat, I do menial tasks from time to time knowing well that this does not take anything away from me but it builds me.

**Ponder Points** – Are you serving someone or waiting to be served? Is your title and position limiting you or elevating you to a point where serving those below seems demeaning and embarrassing? Do you value those who serve you and those you serve?

**Affirmation Points** - I am a servant leader. I set aside titles to serve others. I serve my community, family, church and nation diligently. I am loyal to my leaders and to those that I lead. I serve them with my whole heart. I am diligent and determined in my serving.

*A culture of discipline is not a principle of business; it is a principle of greatness.*

*Jim Collins, American business consultant*

## Sharpen your networking skills

Networks and relationships will take you beyond where your **salary, schooling** and intelligence have taken you. Greatness is built from deliberate relationship formations (networking). The bigger the network, the greater the reach. Networks are made of mutually beneficial relationships. The concept of networking has been mastered by some communities and societies around the world to the extent that a dollar is circulated in the same community at least 6 times before it goes outside to the network.

One may ask “Where do I start”? If you have your phone, assess how many contacts you have. That gives an indication of your reach or network. Go to your email address book. Count the number of people whose emails you have but are not in your phone and add that number to the number you had from your cellular phone. Do a similar exercise all the social networking and business networking platforms you do have; in all situations just ensure you are not duplicating yourself. It would be wiser to start with the area which you feel has most contacts. This is not merely a game of numbers but also consider the quality of people in your network as you go through this process. I may have 15 influential valuable people in my network. Someone may have 600 contacts which will not take them anywhere.

*Networks and relationships will take you beyond where your salary, schooling and intelligence have taken you.*

### Tips about networking and relationships for greatness:

- Never base the relationship only on what you can get out of it but also what you can bring to the table.
- Networks are built on transparency and trust - trust is earned over time. Learn to keep sensitive information confidential.
- Do not become too familiar with those in the network. Becoming familiar results in the loss of value of the relationships.

- Ask intelligent questions in networking conversations - You should ask questions that seek clarity and descriptions, avoid rhetoric questions.
- Make a lasting indelible impression – some opportunities may come only once hence you have to maximize them.
- Make use of every contact available.
- Attend meetings which can potentially increase the network. Assess and prioritize those meetings that will get you to meet potentially new contacts, suppliers, customers and professionals.

**Ponder Points** – What networks have you built around yourself over the years? In what way do they benefit your destiny? In what way do you benefit those in your network?

**Affirmation Points** – I am a communicator who networks well with others. I add value to those I meet. I am excited about impacting others to walk their talk. I am deliberate about the relationships and networks that I am building.

*If you are bold enough to open yourself to change, good relationships will improve, become deeper, more solid, more creative and more adventuresome.*

**Stephen R. Covey**

## Develop your team skills

Teams work best where there is a sense of **family**, belonging and love. Trust, care, unity and love are all integral elements for **team growth**. The sooner you realize that it takes the effort of each team member to make things happen, the better the progress that will be made. Tasks are achieved better when there is a fair understanding of team dynamics in those that lead. The team leader needs to be sensitive to the needs of each member and work with the weakest link to make the greatest link. A team is as strong as the weakest member. Once the weaker ones are ignored then there is the possibility of team collapse and ultimate failure.

Team unity does not mean that everyone agrees on everything. In our diversity and differences we can still be united towards a common goal. We can choose not to focus on personal attributes, tribal and racial differences and focus on what needs to be done and goals will be achieved. *There is nothing that beats a united front, a team that chooses to walk in one direction and speaking the same language.* As long as we realize that a house divided against itself cannot stand then we can work our way towards unity of purpose.

My late father in law was a former soldier. He sat me down and told me stories of how they worked as a team to defeat some of the most complicated enemies. One such concept he told me about was the use of the “buffalo horns” formation as they advanced into enemy territory. The form of attack was pioneered by the Zulu Army. According to Wikipedia, *The Zulu typically took the offensive, deploying their well-known formation which composed of three elements:*

1. *The "horns", or flanking right and left wing elements, to encircle and pin the enemy.*
2. *The "chest" or central main force which delivered the coup de grace. The prime fighters made up the main force.*
3. *The "loins" or reserves used to exploit success or reinforce elsewhere. Often these were older veterans. The tactic was called the beast's horns by the Zulu and was called "impondo zenkomo" in the native Zulu tongue.*

*Trust, care,  
unity and love  
are integral  
elements of  
team growth.  
Do not shoot  
the wounded  
soldier.*

This tactic made them win major battles even with the most primitive weaponry. It called for unity, teamwork and focus. Your department has to fight like an army; your ministry is not an island, fight together with other ministries for the common good of the citizens.

**Ponder Points** – Do you believe in teams in your organization? Are you actively building a team? When you see injured team members what is your reaction? In your view what are the critical elements for optimum team growth?

**Affirmation Points** - I am a team builder and team player. Everything I build remains standing. I am sensitive to the needs of all the other team members. I follow-up on the weaker members and build them to be stronger and have more confidence. I enjoy working with teams to achieve greatness. I am therefore always conscious of the health of my team.

*The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime.*

*Babe Ruth, legendary American baseball player*

*The important thing to recognize is that it takes a team and the team ought to get credit for the wins and the losses. Successes have many fathers, failures have none.*

*Philip Caldwell, president of the Ford Motor Company*

*He who is different from me does not impoverish me, he enriches me. Our unity is constituted in something higher than ourselves - in man. For no man seeks to hear his own echo or to find his reflection in the glass.*

*Antoine De Saint-Exupery, French author and aviator*

## Derive strength from uniqueness

The moment people realize their **differences**, should be the starting point for building strong, united and purposeful relations. Capitalize on the differences of opinion to build **objectively**, decide **conclusively** and lead people **wisely**. It's not about who is right or wrong. Draw out the best from each team member and watch the team succeed. You do not become an enemy when you express your difference of opinion. Maturity is being able to accept the fact that people will not always conform to your way of thinking. Endeavor to allow people to be themselves. *There is strength in our diversity.* You must make a careful self analysis and identify areas of weakness and surround yourself with people who can complement and cover the weak areas. You should get strategists, financial and task oriented people. Capitalize on what others do best to bring out better outcomes for the organization. Teach your team that although they maybe many, they are different in abilities and temperament and yet they are working towards a common goal. Failure to let them appreciate their differences will always cause them to view each other with suspicion.

*Capitalize on  
the difference  
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build  
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conclusively  
and lead  
people wisely.*

**Ponder Points** - Do you surround yourself with people who think like you? Do you avoid those who challenge your decisions and way of doing things? What makes you stand out in a crowd? How can you best maximize the differences in people you work with?

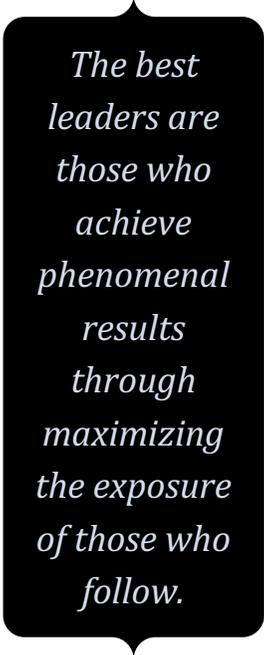
**Affirmation Points** - I am different and unique. I embrace other people's differences. I thrive when others help me think differently and objectively. I am a team player. I create the best in others

*Our greatest strength as a human race is our ability to acknowledge our differences; our greatest weakness is our failure to embrace them.*

*Judith Henderson*

## Make delegation your companion

Who said you have to do it all yourself? **Delegation** is an art that any leader should master. This does not mean washing your hands off and shifting the responsibility of the outcome to others. The leader remains ultimately answerable for targets, quality or any desired outcomes. If you had to do everything alone then a nervous breakdown would be inevitable. It is a misconception that as the leader you must be “seen” to sweat more, do more and make things happen. The best leaders are those who achieve phenomenal results by maximizing the exposure of those who follow. Focusing on the operational issues reduces subordinates to mere robots who do as they are told. It removes **creativity** and **intuition**. It is incorrect to think that delegation reduces the leader’s power; it empowers subordinates whilst the leader carries out more strategic roles. Leaders who feel secure have no problem in giving subordinates authority to make decisions and act on their behalf. Delegation is the passing on of responsibility of making certain decisions to subordinates.



*The best leaders are those who achieve phenomenal results through maximizing the exposure of those who follow.*

A classic example from the Bible is the story of Moses who was visited by his father in law; Jethro. He was very busy from morning to evening making operational issues his core business. Jethro gave him a classic model of delegation. It was one very liberating revelation that Moses got which made life easy for him and the people who queued to receive counsel all day long. (*Exodus 18:13-26*). This is a model that one can use today.

I appointed a General Manager in one of my companies to oversee the day to day running of the company leaving me free to focus on other projects. However I still remained responsible for the outcomes of the decisions made (including the unexpected negative outcomes). When people feel empowered they bring new ideas to the table. It was in moments where the leaders in the company felt like I was micro-managing them that their own energy and passion for delivery

fizzled. As a leader it took me time to realize my mistake and by then I had lost some managers. Now looking back I also realize that because in some work experiences I had, I was micro-managed, I began to use the same experiences on others without realizing the extent to which I was incapacitating those I had delegated responsibility to.

**Ponder Points** – Are you able to have others do the work that you usually would do? Do you see your subordinates as threats or as a way of working smarter and better? Are you fulfilled by doing it yourself or you simply want to see good results at the end? Do you take responsibility when negative outcomes or results are produced by those you have empowered?

**Affirmation Points** - I understand the principle of delegation. I work well through others. I take responsibility for the performance of those under me. I am an effective leader. I know how to use my time through empowering others.

*Micro management reduces team members to robots who do as you say thus removing creativity and intuition.*

*Rabison Shumba*

## Leaders and succession issues

Leaders must know how to manage their succession. Great leaders understand that leadership is not an infinite privilege but something that comes to an end eventually. They therefore work hard to pass on the baton to the next generation. They are not intimidated if their successor shows signs of outperforming them. They realize that their successor's milestones will add to their resume. They do not feel insecure hence they build stronger and more effective leaders under them. Weak leaders have to be seen making all the decisions hence they prefer to have "yes men" around them who agree with everything the leader says; they don't give their opinion as a way of purchasing the leader's approval. When it is time for succession, there is uncertainty on what will happen. You should retire knowing that there are people who will carry the vision to greater heights. A successor can be selected by creating a pool of people that you mentor with the possibility of any one of them taking over. Feelings of insecurity are usually the reason why some are afraid of initiating succession. When you think of your legacy as a leader, you cannot help but initiate a succession process.

*Great leaders  
are secure  
hence they  
build even  
stronger and  
more effective  
leaders under  
them.*

**Ponder Points** – Do you feel that you are the only person who knows and understands the business more than anyone else? What are your greatest succession fears? What are the considerations for your successor; age, experience, loyalty?

**Affirmation Points** - I am a good leader who spends time building strong leaders under me. I feel secure and I am passionate about creating a successor in everyone I lead.

*Great leaders know how to manage their succession. They have an understanding that leadership is not an infinite privilege but something that eventually comes to an end.*

*Rabison Shumba*

## Master the art of communication

Great people have mastered the art of **communication**. Most of the problems faced by an organization or individuals are linked to lack of effective communication. The ultimate goal of communication is to ensure that a message is received and understood. Great people always solicit for feedback on the information communicated. You should never assume that all that is communicated is clearly understood. In business, it is prudent to ensure that everyone in the company is communicating the **values, vision** and **mission** in the way it was intended. Technology has developed over the years thus increasing the forms of communication. These include e-meetings, e-notices and e-newsletters. Refusal to adapt modern trends has the potential of throwing the business into the doldrums. It is time to be serious about communicating what we live and stand for, what we trade in, what we believe in strongly and in essence what we really are about. You will not be able to blame the customer when they move on with the times.



*You should never assume that you have communicated unless you verify understanding from the receiver.*

The following are some of the Barriers to Communication.

- **Language differences** - very common with globalization. There is an increased demand for businesses to learn English as it is a more widely used business language in the world.
- **Improper media** – There are various types of media to use. Technology has brought emails and web driven technology.
- **Timing** – There is always the right time or moment to communicate. All communication must take cognizance of the season the receiver is in. Are they ready for what you are sending through? Communication without taking notice of the recipient's circumstances risks your information not being received in its original context.

- **Modification via intermediaries** – Information can be distorted if you do not communicate directly with recipient.
- **Cost** – It costs you something in order to communicate. A billboard is effective but how many can afford the rentals?
- **Culture, Race, Religion differences** – One phrase in a certain culture or religion can mean the exact opposite in another. Religion, cultural and racial differences and perceptions can stand in the way of what is being communicated.
- **Distance** – The gap between the sender and receiver can affect quality of specific types of communication. With technology however, distance has become of no effect as a computer in Washington D.C can communicate with one in Venezuela just as if they are in one room.
- **Ambiguity** – Lack of clarity in the instructions given.
- **Speed of communication** –If you speak faster than what people can capture, they will lose it.

**Ponder Points** - What channels of communication work best in your organization? In what way do you ensure that the original communication is what people receive? What are some of the challenges you have faced in communicating your thoughts? How did you overcome them?

**Affirmation Points** - I am an effective communicator. When I speak people listen. I speak boldly and with clarity. I always make sure what I want to communicate gets to the recipients in the correct format. I listen when others are communicating. I put in writing most of my communication for the record and for future reference.

*Preparation for professional communication is to think before you speak.*  
**Jenny Handley, co-author of Raise your Game**

*The art of communication is the language of leadership.*  
**James Hums, American lawyer, speaker and author**

*Skill in the art of communication is crucial to a leader's success. He can accomplish nothing unless he can communicate effectively.*  
**Norman Allen, Commissioner of the New South Wales Police**

## Recipe Set # 2 – Character traits for greatness



*Greatness remains a dream when character is left unmanaged. Only when sound character is in place will success be attainable and sustainable.*