

# DUTY — To — LEAD

12 PRINCIPLES TO CREATE SUCCESS  
IN YOUR ALUMNI CHAPTER AND BEYOND



# DUTY

— To —

# LEAD

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# A Message from the Academy Founder



Congratulations on becoming an alumni chapter leader of the Academy for Creating Enterprise! In many ways, the real future of the Academy is in your hands, as well as in the hands of your fellow leaders of 200 plus alumni chapters throughout Brazil, Cambodia, Honduras, Mexico, Peru, the Philippines, and Zimbabwe.

While serving as a chapter leader can be extremely rewarding, it's not easy. To help you reach your full potential as a leader, we've written *Duty to Lead*, the second booklet in our "Duty" series. The first booklet was *Duty to Prosper*, which contains 12 principles to create success in business. This new booklet provides leadership tools and skills that can transform you and your chapter members into highly effective leaders.

Leadership is highly valued and desired as a skill, but it's seldom studied in a practical way. Some people believe that you are either a natural-born leader or not, just as some believe that you're either a natural-born entrepreneur or not. However, we know from experience that, with enough study and practice, almost anyone can learn the skills of leadership, just as with entrepreneurship.

All great leaders must not only learn the skills but also develop the mindset of a leader. As you will read in this booklet, leadership is not only a way of doing things but also a process of personal development. This process begins with

learning, expands with performing, and reaches full fruition as you successfully influence others to be leaders.

As you grow in your ability to lead your Academy alumni chapter, you'll enjoy many personal blessings. You'll be able to apply these same skills to be a better priesthood or Relief Society leader. You'll become a better businessperson as you lead and manage your employees more effectively. You'll become a stronger leader in your family and your community.

Here's our promise to you: If you will carefully study the leadership principles in this booklet and strive to make them part of your personality, these principles will then become your natural way of doing things, both in business and your personal life. You will grow in your own prosperity and success, and you will make a difference in the economic and spiritual lives of those you lead.

We invite you to sign the commitment card at the back of this booklet and start learning today. We know you can be a great leader. We know you have already overcome challenges and accomplished much in your life—that's why you were selected as an alumni chapter leader. Now it's your duty to lead, and this booklet will help you.

— Stephen W. Gibson  
Founder, Academy for Creating Enterprise

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# 1. Your Opportunity to Lead

As an alumni chapter leader of the Academy for Creating Enterprise, you have an opportunity to develop your own leadership skills as you lead your chapter members. By applying the principles and tools provided by the Academy, you and your fellow chapter members can help each other build successful income-generating enterprises.

Latter-day Saints believe that this world was created from “matter unorganized.” In a similar way, poverty is basically “human potential unorganized.” As a leader, your role is to help organize the human potential among the individuals in your chapter. The goal is for your members and their families to become self-reliant and prosperous.

Your job as a leader is to lift and influence your individual chapter members so they can reach their full potential. As you motivate others to create profitable businesses, you will become a better leader in all areas of your life, not only business but also family, church, and community. This is your reward for serving as chapter leader.

Winston Churchill said, “To every man there comes in his lifetime that special moment when he is figuratively tapped on the shoulder and offered a chance to do a very special thing, unique to him and fitted to his talents. What a tragedy if that moment finds him unprepared or unqualified for that which would be his finest hour.”

As an Academy alumni chapter leader, you’ve been “tapped on the shoulder.” This booklet will help you apply your talents and use leadership tools to achieve your “finest hour.” Through your leadership, you’ll develop other leaders who, in turn, will develop still more leaders. This is how prosperity grows.

### My Action Item

As you study this booklet, take notes and write down your ideas as they come, so you won’t forget them.

### Spiritual Application

“Like a true shepherd, a leader inspires others to follow him and to fulfill their own duties. He shows the way by living the principles he teaches and by understanding and responding to others’ needs.”

—*Duties and Blessings of the Priesthood*

### Additional Insights

“I consider leadership to be the exercise of one’s special gifts under the call of God to serve a certain group of people in achieving the goals God has given them.”

—Kenneth O. Gangel





## 2. The Importance of Vision

The word *vision* is a powerful term among Latter-day Saints. We share a religious history of visions, not only in our ancient scriptures but also in modern times. Joseph Smith's First Vision provided the basis for the entire Restoration. The Prophet then received many subsequent visions revealing how to carry out the Lord's work.

As an Academy chapter leader, you have an opportunity to create a leadership vision for your chapter. This kind of vision may not involve heavenly beings, but it will provide your chapter with direction, inspiration, and motivation. What do you want your chapter to look like at the end of your service as leader? Projecting your hopes and desires into the future will inspire your team with a vision of how to get there.

Without a vision, you and your team can still go through the motions of holding chapter meetings. However, these meetings will lack the spark of life. Without a vision to guide you and provide clear goals, your chapter will be like a body without a spirit inside. Don't let this happen!

The spirit of your chapter will come naturally as you passionately and prayerfully plan what you want your chapter and your members to become, individually and collectively. With this vision and spirit driving everything you do, your chapter activities will be much more effective. People's lives, including your own, will improve in many ways.

By envisioning what you want the future to hold, you can create your vision for how to make it happen. As you formulate your vision for the chapter, you are writing your chapter's history in advance. What are some of the topics you should consider including in your vision? For further guidance, see this booklet's next chapter.

### **My Action Item**

Write down what you want your chapter and members to accomplish during your term of leadership.

### **Spiritual Application**

“As we gain a vision of ourselves as the Savior sees us and as we act on that vision, our lives will be blessed in unexpected ways. . . . We are a people with a history of vision and the faith and courage to do. Look at where we have come and the blessings we have received! Believe that He can bless you with vision in your life and the courage to act. . . . ‘Where there is no vision, the people perish’ (Proverbs 29:18).”

—O. Vincent Haleck

## Additional Insights

“Leadership success always starts with vision. . . . Before you embark on any leadership enterprise, stop and take a hard look at your vision of success. What is it? Do you have one? Often, in the rush to get things done, to launch a new project or product, we ask people to get behind our efforts without ever really giving them a good reason why.”

—John Ryan

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## 3. Creating Your Leadership Vision

Now let's take a closer look at how you can create the leadership vision for your alumni chapter. While this booklet provides useful principles and guidance, each chapter presidency needs to put together their own unique vision. What you choose to emphasize in your chapter depends on the specific needs of your members.

As your chapter presidency begins creating your chapter's vision, continually ask yourselves this key question: Where do you want your chapter and your members to be in two years, when you complete your service as chapter leaders?

### **Your First Vision Planning Meeting**

As soon as possible, gather your vice presidents and secretary/treasurer together for your first vision planning meeting. You could hold your leadership meetings at a church meetinghouse, in a local restaurant, or in someone's home. The church is likelier to be quieter, and classroom boards come in handy for brainstorming ideas together.

One main purpose of your first meeting will be to assess what you already know about your chapter members and what you still need to find out, such as the following:

- Have they already started their business? If so, what kind of business is it? How successful is the business?
- If they have not yet started their own business, what kind of businesses are they most interested in? What do they see as their main obstacles to getting started?
- Which of the “25 Rules of Thumb” do they find most challenging to follow?
- Where does each member live? Do they have the means to attend monthly chapter meetings?
- Would certain members be good candidates for mentoring other members who haven’t progressed as far yet?

During your first planning meeting, review what you know, and make plans to find out what you don’t know. Each leader should leave the meeting with specific assignments to contact individual members and learn more about them, as needed.

## **Refine Your Leadership Vision**

As you learn more about your members, you can further develop your vision. Your alumni chapter presidency should meet together monthly; it might work best to meet right before your main chapter meetings begin. During the first few months of your presidency, focus on creating a vision that meets the needs of your chapter members, making

decisions such as the following:

- 
- How much will chapter meetings focus on those who have already started businesses, and how much on those who are still gearing up to do so?
- Do the business interests of members tend to cluster into groups? If so, would it be helpful to break out some chapter meetings by business type?
- What should your chapter meeting agendas look like each month? What kinds of guest speakers will be most helpful for your members?
- On an ongoing basis, how will your chapter reinforce the fundamental principles taught in the “25 Rules of Thumb,” the LDS Church’s *Starting and Growing My Business* curriculum, and the *Duty to Prosper* booklet?
- Chapters can choose to emphasize different aspects, such as networking, training, mentoring, tracking progress, and socializing. Which of these modes do your chapter members need most?
- One main goal of any alumni chapter is to help each member make progress in becoming self-reliant. How will your chapter promote and measure this goal?

As you carefully develop your vision, be sure to record everything that your presidency decides, including specific goals, assignments, deadlines, and due dates for reporting progress. Make these records available to the entire presidency, and vote to confirm that you will all work together to fulfill the vision.

In alumni chapters around the world, leadership visions share some similarities, but ultimately each chapter's vision is unique. A carefully written vision plan with achievable goals is really a blueprint of what you will accomplish. The more specific your vision is, the more good you will accomplish.

### My Action Items

- Describe the visions of other individuals and organizations that you admire.
- Set the date and agenda for your first vision planning meeting.

### Spiritual Application

“As Moses was called to become a prophet of God, he was taken to a mountaintop, where he beheld a panoramic view of all of God's wondrous creations. Jehovah gave him a vision of his immediate goal, which was to ‘deliver my people from bondage’ (Moses 1:26). The Lord then explained his long-term goal: ‘This is my work and my glory—to bring to pass the immortality and eternal life of man’ (Moses 1:39).”

—Spencer J. Condie

### Additional Insights

“Leadership is the capacity to translate vision into reality.”

—Warren Bennis





## 4. Setting Goals for Your Chapter

**D**o you want to build a happy home, a healthy life, a prosperous business, an effective ward or stake, and a great alumni chapter of the Academy? To accomplish outstanding things, no single leadership tool works better than setting goals.

Goals can establish your children and grandchildren with a money-producing family business for many generations. Academy founder Stephen Gibson says: “Goal setting has changed me from a below-average student from a lower-income background to a successful businessman and philanthropist, ready, willing, and able to help others work themselves out of poverty.”

No single technique for self-improvement is written more about in books than setting and achieving goals, but all too often this tool isn’t used effectively. How are you, as a chapter leader, going to use goals to move your chapter from good, to better, to best? How are you going to help your chapter members use goals to improve their own businesses?

## SMART Goals for Your Chapter

With your vision for your chapter in place, you can use goals to carry out the vision and reach your full potential. We recommend the SMART approach. This acronym defines five important characteristics of effective goals:

**Specific**

**Measurable**

**Attainable**

**Relevant**

**Time-bound**

**Specific**—President Thomas S. Monson has said, “When we deal in generalities, we shall never succeed. When we deal in specifics, we shall rarely have a failure.” It’s one thing to set a goal to improve the lives of our chapter members. However, it’s even better to be specific for example: “We will help our chapter members grow their business profits by ten percent.”

**Measurable**—President Monson went on to say, “When performance is measured, performance improves. When performance is measured and reported, the rate of improvement accelerates.” When we set specific goals, we can regularly monitor and report our progress toward meeting these goals and seeing valuable, meaningful results.

**Attainable**—Keep good records so you can review where you’ve been and set attainable goals for the future. As an illustration, let’s say that attendance at your chapter

meetings is not as high as you'd like, with an average of only ten members regularly attending. Setting a goal to increase attendance to 100 members next month is probably not realistic. Your goals should stretch you, but they should also be reasonably attainable.

**Relevant**—Whenever you set goals, double-check them against your overall vision for the chapter, so you can make sure that each goal really matters. A goal can be specific, measurable, and attainable without being truly important and worthwhile. For instance, if you set a goal for chapter members to play basketball together at least once a week, that goal might be good but is not as relevant as other goals you could pursue.

**Time-bound**—In business, there's nothing quite as motivating as a deadline. As you come up with goals for your chapter leadership and make assignments, it's vital to set deadlines for achievement. Here's what our example from above looks like with a firm deadline added: "We will help our chapter members grow their business profits by ten percent by the end of this year."

No doubt you've found this discussion of goals to be interesting. However, if you don't take action and start setting goals now, little will come of it. Don't let this happen! In accordance with your vision, set the right SMART goals for your chapter, write them down, and keep following up. We at the Academy are grateful for your efforts in helping make a difference in the lives of your chapter members.

## My Action Items

- Identify three of the most important goals needed to fulfill your leadership vision for your chapter.
- Develop these goals to include all five aspects of SMART goals.

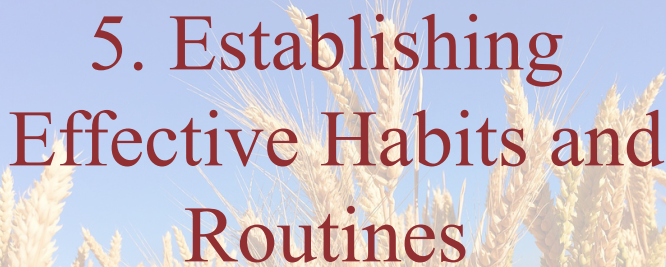
## Spiritual Application

“I am so thoroughly convinced that if we don’t set goals in our life and learn how to master the techniques of living to reach our goals, we can reach a ripe old age and look back on our life only to see that we reached but a small part of our full potential. When one learns to master the principles of setting a goal, he will then be able to make a great difference in the results he attains in this life.”

—M. Russell Ballard

## Additional Insights

According to Forbes.com, a group of Harvard MBA students was asked, ‘Have you set clear, written goals for your future and made plans to accomplish them?’ Only 3% of the students had written down their goals and plans, 13% had goals but not in writing, and 84% had no goals. Ten years later, the students with unwritten goals were earning twice as much as the students with no goals. However, the students with written goals were earning, on average, many times as much as the other 97% of the class combined.



## 5. Establishing Effective Habits and Routines

As Latter-day Saints, we say that the Book of Mormon is the keystone of our religion. In a stone archway, the keystone is the central stone that holds all the other stones in place.

What is the keystone of business success? Many LDS business leaders feel that their keystone is a particular daily habit. Habits are powerful, and the right habits can make all the difference. A keystone habit provides a foundation for developing many additional habits and routines of success.

### **A Keystone Habit for Chapter Leaders**

As an alumni chapter leader, you have an opportunity to set a keystone habit for your chapter leadership and teach others to do likewise. For those who are striving to become self-reliant, the right habit can become a first step toward achieving success.

Here's what we recommend that you adopt as your keystone habit, if you aren't doing so already: **Every evening, make**

**yourself a to-do list for the next day.** On your list, include essential actions that you should do the following day for your family, your business, your alumni chapter, and your church calling.

Keystone habits start a process that, over time, transforms everything. Many successful businesspeople have developed the simple habit of making a daily list of things they need to accomplish. This habit enables them to use the power of planning and goal setting as they work *on* their business rather than just *in* their business.

Right now, decide what routine you will follow to make your daily list. Will you use paper or an electronic device? You could make your to-do list at the end of each working day. Or right after dinner. Or after you say your evening prayer, which would allow you to pray for inspiration about what items to include on your list. To set this habit, the important thing is to be committed, be consistent, and create a daily routine for doing meaning doing at the same time and place everyday.

Once you've made your to-do list each evening, rank the items by priority, so you can determine what to do first tomorrow. Mark the five most important items with an A. Mark the next five most important items with a B, and so forth. Remember to pay special attention to tasks that have an important deadline, such as preparing your Sunday school lesson, inviting a guest speaker for your next chapter meeting, or purchasing supplies for your business.

Please start this new habit today! Good habits pay off with rewards, both short term and long term. Each afternoon, you will find it rewarding to think about your work, do some planning, and create your new to-do list. The next morning, you will find it satisfying to cross items off your list as you complete each one. In the longer term, you will feel more in control of your life, and you will be more effective. You will experience rewards of increased productivity and success.

## **Sharing Your Keystone Habit with Others**

In addition to making yourself a daily list, make to-do lists with your chapter leadership team. Before or after every chapter meeting, regroup with your chapter leadership team and make a list of all the things you need to do before your next meeting. Assign specific tasks to individuals, with deadlines for completion. Remember to transfer your chapter assignments to your personal to-do list.

We also encourage you to teach this keystone habit to all your chapter members. Understanding why and how to create a daily to-do list will help them become more successful in their businesses, as well as in their families, communities, and church callings. Creating to-do lists is an important first step in adopting a personal culture of success.

With a solid keystone habit in place, you can then program yourself with additional habits and routines of success, as well as get rid of negative habits that are holding you back. By improving your habits, you have the power to change your life and the lives of those you lead.

## My Action Items

- What routine will you follow to create your to-do list each afternoon or evening?
- What other habits or routines could increase your effectiveness as an alumni chapter leader?

Additional resource: To see a good example of someone using a to-do list, watch the short video clip titled “Principle 2: Use Time Wisely,” available at <https://www.lds.org/media-library/video/principle-2-use-time-wisely>.

## Spiritual Application

“I suggest that you carefully examine the thinking habits and dispositions that function in your life. Become more aware of them. Monitor and evaluate them in terms of the influence they have upon you. Take steps to manage these habits instead of allowing them to manage you.”

—Richard R. Sudweeks

## Additional Insights

“We are what we repeatedly do. Excellence then, is not an act, but a habit.”

—Aristotle





## 6. Decisions Determine Destiny

**P**resident Thomas S. Monson was a successful business leader before he was called as an apostle at age thirty-six. One of his key principles is that “decisions determine destiny.” This concept is often repeated in business-management courses taught at Brigham Young University.

As President Monson puts it, “History is influenced by seemingly small decisions, and so are people’s lives. Our lives will depend upon the decisions which we make—for decisions determine destiny. . . . I am so grateful that we need not make decisions without heavenly help. All can have the guidance and direction of our Heavenly Father if we strive for it.”

We are accountable for our decisions, and our decisions affect our destinies. When we avoid making a decision, we are still making a decision—in this case, the decision not to act. For example, if a business owner has an opportunity to make a bulk purchase at a discounted price, but he can’t decide whether to take advantage of it, then someone else could grab the opportunity. It’s wiser to consider the evidence, pray about it, and make a firm, timely decision.

## Decisions for Chapter Leaders

During your service as leader of an Academy alumni chapter, you'll have the opportunity to make many important decisions that will affect people's lives. A decision might seem small at first, but good decisions can have a ripple effect. Learning how to make smart, well-timed decisions will improve your leadership in all kinds of situations.

For example, some chapter presidencies do not decide in advance when they will hold their chapter meetings. Meanwhile, time passes, and more than a month slips by. In failing to decide when to hold their next meeting, the chapter leaders have, in effect, decided to skip it. As a result, the chapter suffers, and individuals miss out on important training and support.

Before your chapter meeting begins, decide when the next meeting will be held. This will allow you to announce the next meeting at the beginning of this meeting and then announce it again at the end, so your members can start planning on it. Making this decision also allows you to remind members over the next few weeks.

To take it a step further, why not decide on dates for a whole year of chapter meetings? At an appropriate time, sit down with your leadership team, consult a calendar, and decide when and where the next twelve meetings will be held. Then encourage all your chapter members to enter the dates into their planners or calendars, whether on paper or electronically. If circumstances require, you can always update your meeting schedule later.

Setting your meeting dates and locations in advance might seem like a small decision, but it will help determine the destiny of your chapter and of your individual members. The bottom line is that good leaders make good decisions, big or small. Take the initiative, determine what decisions need to be made in your chapter and in your life, and move forward with increased leadership confidence.

### My Action Items

- Think of the leaders you admire most. Identify key decisions they made that changed the course of history, whether on a large scale or small.
- Write down decisions that you could make to improve your alumni chapter.

### Spiritual Application

“Each one of us has been given the power to change his or her life. As part of the Lord’s great plan of happiness, we have individual agency to make decisions. We can decide to do better and to be better. In some ways all of us need to change.”

—James E. Faust

### Additional Insights

“Be willing to make decisions. That’s the most important quality in a good leader. Don’t fall victim to what I call the ‘ready-aim-aim-aim-aim syndrome.’ You must be willing to fire.”

—T. Boone Pickens





## 7. The Power of Success Partnerships

**W**ho's more likely to succeed in business, a partnership or an individual? According to Professor Gibb Dyer of Brigham Young University, business partnerships are four times more likely to succeed than sole proprietorships. Partnerships can be challenging, but their overall success rate is much higher.

This booklet chapter is not about going into business with a partner—rather, it's about a different kind of partner who can help you succeed in your business. We encourage you and your chapter members to create mutually beneficial relationships that we call success partnerships. Your future as a business person can be greatly enhanced by your relationship with a success partner. The future of the Academy and it's individual members living within your chapter can be greatly helped by you as a chapter leader.

The LDS Church's self-reliance training calls these partners "action partners." Alcoholics Anonymous calls them "sponsors." Whatever you call these partnerships, independent studies have repeatedly proven their value. To achieve business success, it's tremendously helpful to share

advice and support with one or more associates who have similar goals as you do.

## **Success Partnerships in Your Chapter**

The future of the Academy—and its individual graduates—is in the alumni chapters. These chapters perform many vital functions and help their members in significant ways. One of the most important contributions a chapter can make is, in the words of Academy founder Stephen W. Gibson, “hosting a celebration or gathering of like-minded people who are all striving through business enterprises to lift their families out of poverty and become prosperous.”

How can your chapter host such a celebration? One way is by organizing your chapter into success partnerships of two or three people, perhaps by LDS ward or neighborhood. These partners will then talk with each other nearly every day—even if only by text or phone call—about how they’re doing on their individual pathways to success. As partners coach and mentor each other, they can support one another during difficult times and celebrate each other’s successes.

Your chapter meetings can become a gathering place for success partnerships. During each chapter meeting, spend a few minutes reinforcing the steps that lead to business success, such as by reviewing a business principle or rule of thumb. Then devote much of the rest of the meeting to success partnerships, inviting partners to share their successes.

When you center your chapter meetings on celebrating individual successes, the members will love to share their

wins and achievements with each other. As a chapter, establish some milestones for celebration, such as when a chapter member creates his first income statement, makes his first profit, or hires his first employee. Rewards could include special badges, stickers, or other forms of recognition.

As you orchestrate success partnerships and celebrate the steps that lead to success, you will help your chapter members increase their momentum and reach their goals and full potential. Don't forget to celebrate your own successes too!

### My Action Items

- Divide your chapter into success partnerships of two or three people.
- Identify milestones of success to celebrate in your chapter.

### Spiritual Application

The scriptures provide numerous examples of success partnerships. The prophet Alma partnered with Amulek. Paul and Timothy visited the churches together. Hyrum Smith was a blessing to his brother Joseph. Today, missionaries demonstrate the principle.

### Additional Insights

“If you have a success partner, on those days when maybe your energy isn't there, you're going to have somebody holding you accountable. And likewise, you're going to be holding somebody accountable.”

—Carl Daikeler







## 8. Tracking Your Accomplishments

**I**n an earlier chapter, we introduced the idea of a keystone habit. This single habit alone will lead you to accomplish many vitally important tasks. These efforts will then become new habits and lead to additional successes in all areas of your life. The keystone habit we recommended earlier was to always create a to-do list for tomorrow.

This chapter is about another keystone habit. Research has found that this additional habit is almost as effective in changing behavior as the daily to-do list is. Simply stated, this additional habit is writing down or tracking your activities and results on a daily basis.

Daily tracking of what you do is powerful in several ways. Over time, this habit can provide valuable information, allowing you to identify patterns and trends in your business so you can make appropriate adjustments. Your routine of tracking can become a motivating force for behavior change.

In one study, 1,600 dieters were asked to start keeping a food journal. About six months later, researchers found that the individuals who recorded what they ate every day had

lost twice as much weight as those who didn't. The act of writing down their results made them more conscious of what they were eating, and this helped them change their behavior. If you track what you are doing and are seeing the results you, just like the dieters, change your behavior to get new and better results. A wise man once said, "If you keep on doing what you have always done, you will keep on getting what you have always got." Or "To be what you are not, you must do what you do not."

As students of the Book of Mormon, we know how important records were to Lehi and his family. Lehi sent all four of his sons back to Jerusalem to get the brass plates from Laban. This expedition was dangerous, but Lehi's family needed access to records of God's dealings with their ancestors.

Later in the Book of Mormon, we learn that the Mulekites were not able to bring records with them to the New World. As a result, their language became corrupted and they "denied the being of their Creator." To address this situation, the people of Mosiah retaught the Mulekites their language so that they could understand the scriptural records. (See Omni 1.)

These records may prove to be almost as valuable to your future success as the records were to the Nephites and Mulekites.

### **Tracking Results in Your Chapter**

If you're not already tracking your results on a daily basis, we encourage you to start doing so. Keep track of what you experience and accomplish in your personal life, in your

business, and in the alumni chapter that you lead. Teach and encourage others to do the same.

Just the act of recording your results will help you develop new habits of success. Here are just a few examples of business results that you could track daily:

- Amount of cash in the business
- Number of customers who come into the business
- Number of customers who make a purchase

In addition, you could write down and track new ideas you have for improving your business.

In your alumni chapter, your presidency could track assignments given and record when these assignments were completed and with what outcome. You could also track attendance at chapter meetings so you can measure increases and decreases and adjust your priorities accordingly.

The Academy will soon produce a planning and tracking tool for chapter members. In the meantime, start tracking your activities and results every day in a small notebook. Share your records with other members of your chapter leadership team, and encourage chapter members to share their records with their success partners.

As with the daily habit of making a to-do list for tomorrow, it's much easier to track daily results if you always keep your tracking notebook in the same place, with writing utensils nearby. This helps you to be consistent with your tracking. If you are also making a to-do list each afternoon at the end of the work day, it makes sense to do your tracking and to-do lists at the same time and place.

Your to-do list is about looking ahead at tomorrow, while your tracking list is about looking back at today. These habits help you analyze the immediate past and plan for the immediate future. Incorporating either or both of these habits into your life will help you progress to self-reliance and adopt a personal culture of success.

### My Action Items

- Decide what specific aspects of your business and alumni chapter you will track.
- Determine when and where will you perform your daily tracking.

### Spiritual Application

“As a people we ought to write of our own lives and our own experiences to form a sacred record for our descendants. We must provide for them the same uplifting, faith-promoting strength that the ancient scriptures now give us.”

—Theodore M. Burton

### Additional Insights

“Some business owners understand the importance of keeping records but think that the counsel applies only to large businesses or to complex businesses. This is simply not true. Every business can benefit from good records. Even if your business is small, written records are vital. You simply cannot remember every detail of what occurs in your business—especially after long periods of time. Your memory will surely fade as days and weeks pass, but ink seldom fades. Record keeping enables you to see, with no doubt at all, what has truly happened in your business each day.”

—Stephen W. and Bette M. Gibson



## 9. Developing and Maintaining Belief

**W**hen the Academy founders first arrived in the Philippines with only a dream and several boxes of business books, they thought they had all the tools needed to change people's lives. They soon discovered, however, that what they needed was found not in books but in the students' hearts and minds.

Yes, tools can help with the challenging work of changing one's family from poverty to prosperity. Effective tools include things like to-do lists, success partners, income statements, and the "25 Rules of Thumb." Yet all these tools are not enough if one key attitude is missing: belief.

In the New Testament, a father brings his ill son to be healed by the Lord. This father is like so many of us. "Lord, I believe," he says, but then he adds, "help thou mine unbelief." The Lord provides a remarkable statement about the power of belief: "If thou canst believe, all things are possible to him that believeth" (Mark 9:23–24).

Belief can move mountains, calm storms, raise the dead, and make it possible to walk on water. And yes, belief can

help those living in poverty to build a microenterprise and move their families toward self-reliance and prosperity for generations to come.

## **Encouraging Belief in Your Chapter**

Will God really help us succeed in the things of the world? Does he really care if we live in poverty or prosperity? And why are some born into poverty and others into rich families? Why isn't life more fair?

These are tough questions. However, they don't prevent us from focusing our belief in a simple, effective way. Our circumstances are what they are, but we should not believe that our circumstances dictate our future. We can exercise faith that we can do something about our circumstances. And then we can go out and actually do it.

To help your chapter members develop belief that they can succeed in business, we recommend these three steps:

1. Build your desire by observing, learning from, and receiving support from those who have already achieved success. We call these people mentors, coaches, or success partners.
2. Apply the knowledge you have gained, and continually pray that your "flocks and fields" will increase (see Alma 34:25).
3. Keep repeating the routines and habits that make a difference.

One reason why Academy alumni chapters are so important is that members support each other in building

and maintaining belief. Help your members continuously review the basic principles of success, including principles taught by the scriptures. Encourage your members to tell their stories, both the successes and the challenges. And remember that your own example is vital—you too must believe in the dream and testify about what is working for you and others.

In Alma chapter 32, we learn a process of belief that can also apply to our business efforts:

1. Desire to believe and to take action.
2. Find the right seed (business opportunity).
3. Find fertile ground (business location).
4. Plant the seed (start the business).
5. Nourish the plant as it “swelleth and sprouteth” (work on and in the business).
6. With patience, love, continued belief, and careful nourishment, harvest the fruit (make a profit every day).

Occasionally we have Academy graduates who don’t launch a business. Others launch a business but then give up when they meet their first obstacle. More than any other single issue, the main cause of these failures is lack of belief. The second is not keeping principles upon which business success is predicated.

As an alumni chapter leader, you can create a greenhouse environment where all your members can develop their belief, plant their seeds, nourish their plants, and harvest the fruit of self-reliance and prosperity.

## My Action Items

- Identify ways to help your chapter members believe that they can become self-reliant and prosperous.
- Think of some personal examples of belief that you could share with your chapter.

## Spiritual Application

“Too often we approach the gospel [or our business] like a farmer who places a seed in the ground in the morning and expects corn on the cob by the afternoon. When Alma compared the word of God to a seed, he explained that the seed grows into a fruit-bearing tree gradually, as a result of our ‘faith, and [our] diligence, and patience, and long-suffering’ (Alma 32:43).”


— Dieter F. Uchtdorf

## Additional Insights

“Keep your dreams alive. Understand that to achieve anything requires faith and belief in yourself, vision, hard work, determination, and dedication. Remember, all things are possible for those who believe.”

—Gail Devers





## 10. Finding Joy in the Success of Others

**T**he prophet Alma teaches us one of the greatest leadership principles. “I do not joy in my own success alone,” he declares, “but my joy is more full because of the success of my brethren.” Alma is speaking of the missionary efforts of Ammon and his brethren. “When I think of the success of these my brethren my soul is carried away, . . . so great is my joy” (Alma 29:14–16).

It’s been said, “He who chops his own wood gets warm twice.” We could also say, “He who inspires others to chop their own wood feels twice the joy.” Teaching, guiding, and inspiring people allows us to experience the joy of serving others and seeing them progress. When we lift others, we come to love them, and we feel joy from having played a role in their growth. It’s not that we take credit for their success, but we feel deeply satisfied with their positive results and are hopeful for their futures.

Missionaries who understand this principle are changed forever. If you read a missionary’s emails home, you can often tell when the missionary catches the spirit of the work. He or she will forget to talk about home and will instead

focus his or her entire email on sharing how an investigator made progress and how joyful this made the missionary feel. The mission field is where many Latter-day Saints first feel the joy of serving others and finding joy in the growth of those they teach.

## **Finding Joy in Your Chapter**

The rewards of serving well as an Academy alumni chapter president are many. You learn leadership skills and attributes that will help you become more successful in many areas of your own life. Perhaps the most meaningful reward, however, is the joy you feel as your fellow chapter members succeed. As chapter president, you can feel the same joy that Alma felt as you help your chapter members become more successful.

Like a missionary who has learned to teach well, you will find it tremendously satisfying to see direct results from your careful planning and execution of chapter meetings and programs. As you see the faces of your members light up, you will know that your chapter's efforts are penetrating their minds and hearts. That swelling you feel in your breast is not unlike the feelings of a parent who watches his or her child gain confidence and experience life-changing results.

As you see your chapter members providing better lives for their families and beginning to hire employees, your joy will become even more full. The success you've nurtured is spreading outward and lifting more people. Your work as chapter leader will impact many generations to come, as families rise up out of poverty and achieve self-reliance and

prosperity.

Aristotle said that the primary difference between humans and animals is that humans can understand and appreciate real happiness and joy. As you love and lift every member of your chapter, you will experience the best of all rewards.

### My Action Items

- Identify a time in your life when you've found joy in the success of those you've served.
- Determine which chapter members need the most help and how you and your leadership team could best assist them.

### Spiritual Application

“Some mistakenly think that a commitment to service comes after a great spiritual experience. This is like the man who is cold standing before the stove and saying, ‘Give me heat, and then I will put in some wood.’ The joy and blessings of service follow the rendering of service.”

—Russell C. Taylor

### Additional Insights

“Service which is rendered without joy helps neither the servant nor the served. But all other pleasures and possessions pale into nothingness before service which is rendered in a spirit of joy.”

—Mahatma Gandhi





# 11. Using Delegation to Create More Success

**T**here's an old saying among mentors: You can either do the work of ten people or get ten people to do the work.

Effective leaders soon realize that they can't do everything themselves. In order to be successful, you must learn to trust others, motivate them to help, and give them clear direction on assigned tasks. Wise, strategic delegation not only enables an organization to prosper but also helps individuals to grow, as they participate in increasing the organization's success.

It's one thing for an employer to delegate tasks to his or her paid employees. It's quite another, however, to successfully delegate within a volunteer organization. When people aren't paid for their efforts, they need to feel rewarded in other ways. When we publicly recognize and thank people for what they do, they'll be more willing to help, and they'll be more satisfied with the results of their service. In this way, we can build a culture of successful delegation.

What other tools and techniques do successful leaders use to motivate volunteers to perform important tasks?

## Delegating Effectively in Your Chapter

In order to delegate, first decide what tasks need to be performed in your chapter. Whenever we request someone to do something for us, we must provide details about what we want accomplished by when. One powerful tool of delegation is writing out exactly what tasks need doing and their deadlines to be completed.

Work closely with your chapter leadership—your vice presidents and secretary—to determine assignments for each other and for other chapter members. As you plan which tasks to delegate, remember that it's often wiser to assign smaller tasks to a larger number of volunteers, rather than big tasks to a small number of people. With the first approach, you can avoid overwhelming volunteers with too much work. Also, if one person fails to complete his or her task, others can more easily pick up the slack.

After you delegate tasks with clear instructions and firm deadlines, the next step is holding people accountable. Latter-day Saints are familiar with the phrase “return and report.” We recommend that you establish a regular meeting during which people know they'll always be expected to return and report on their assignments. As President Thomas S. Monson has taught us, “When performance is measured, performance improves. When performance is measured and reported, the rate of improvement accelerates.”

For additional strength and power, consider creating a special outreach committee in your chapter. To do so, iden-

tify ten chapter members who are strong, motivated, and moving forward on the pathway to success. Ask them to commit to two hours of chapter work each month. Assign these helpers to reach out to other chapter members, mentor them, help them get the most out of their chapter membership, and otherwise carry out the chapter's vision. For maximum effectiveness, choose ten helpers who are geographically spread throughout the chapter's territory.

By delegating effectively with clear, specific tasks and strong accountability follow-up, you will create a multiplying effect that will mark you as an effective leader. Not only will your chapter improve significantly, but if you use these same tools in your family, your business, and your church leadership responsibilities, your life will become easier even as you enjoy more productivity and success.

### My Action Items

- Write down some urgent tasks in your chapter that need to be delegated.
- Identify ten chapter members who would be good candidates for serving on an outreach committee.

### Spiritual Application

“When leaders and teachers wisely delegate responsibilities by drawing upon others’ abilities and resources, they will multiply their efforts, build relationships of trust, and provide opportunities for growth, leadership, and motivation.”

—*Administering Appropriately*

“If you want to do a few small things right, do them yourself. If you want to do great things and make a big impact, learn to delegate.”

—John C. Maxwell

“If you want to do a few small things right, do them yourself. If you want to do great things and make a big impact, learn to delegate.”

—John C. Maxwell

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## 12. Adopting the Culture of Success

**W**hen the Academy founders met their first group of Filipino returned missionaries, they announced that class would start each day at 7:45 a.m. Almost in unison, the students asked, “Is that Filipino time or American time?” “Neither,” answered the founders. “It is ‘culture of success’ time.”

As the Academy has progressed over the years, the phrase “culture of success” has come to encompass the new mindset that students develop by applying the Academy’s “25 Rules of Thumb” and other principles. Now the LDS Church’s self-reliance curriculum even mentions “culture of success.”

But what does this phrase mean? “Culture” is our beliefs and values, our sense of right and wrong, and, most importantly, the way we do things. “Success” means more than just money—it means creating stability in our lives, being self-reliant, and providing the basics of life by our own initiative and habits. Therefore, “culture of success” means knowing, believing, and following the practices and principles that lead us to be self-reliant and enjoy a prosperous, abundant life.

Following the principles of the culture of success results in happiness, joy, and healthiness. In contrast, the culture of poverty is based on going with the flow, believing that whatever happens is meant to be and nothing can be done about it. Poverty is a life of being acted upon rather than taking individual responsibility for one's own progress.

## **The Culture of Success in Your Chapter**

As chapter president, you have the opportunity not only to live the culture of success but also to teach it to others and provide an example of how it works. Following is a review of characteristics that represent the culture of success and will lead to self-reliance (see also the “25 Rules of Thumb” at the end of this booklet):

- **Define your own destiny**, based on the decisions you make. In order to make good decisions, however, you must have input from others. Seek coaches, success partners and mentors who have learned through experience. Don't rely on false traditions or myths.
- **Strive for individual growth** and progress. Progress comes from making a plan and following it. Some say they don't want to plan—they claim it's too much work and won't make any difference. It's true that if someone wants to remain in poverty, he or she needs no plan.
- **Keep records of your business.** Some people say, “My business is too small for record keeping.” Those who talk like that are probably right—their business is too small and will remain that way.
- **Separate your personal money** from your business

money. This will allow you to develop personal and family discipline. Is it easy? No. Is it worth it? Yes, if you want to learn how to be successful and build a business that can provide prosperity for your family.

- **Focus on only one business.** It's been said that the hunter who chases two rabbits catches neither one. The culture of success demands discipline, consistency, diligence, and "long-suffering" (Alma 32:43). Launching or running several small businesses at the same time usually leads to multiple failures.
- **Respect time as your most valuable asset.** This is a basic practice and belief of successful people. How you use your time is a great indicator of future success. Don't waste it! Also, be sure to respect others by always being on time.
- **Identify your priorities,** and pursue them with a sense of urgency. When you create a daily to-do list and plan out your priorities, you can make smarter, more strategic choices about how to spend your time.
- **Keep your promises,** no matter how difficult it may be. Your integrity and trustworthiness are vital to your success. If you ever have to break a promise, get permission from the person to whom you made the promise.
- **Set goals,** write them down, and review them often. As discussed earlier, make sure your goals are specific, measurable, attainable, relevant, and time-bound.
- **Work to improve your family's living circumstances** by providing clean water, medical necessities, and educational opportunities. Work together to maintain healthy habits and manage your resources wisely.

Latter-day Saints believe that whenever we desire a blessing from God, we must keep the laws upon which that blessing is predicated (see D&C 130:20–21). This is also known as the law of the harvest—we reap what we sow.

The culture of success is based upon certain principles. As you practice these principles, we promise that you will become self-reliant. Instruct your chapter members about the culture of success, and show them by example. You will earn blessings of prosperity by embracing and living these principles.

### My Action Items

- Define what “culture of success” means to you.
- Identify which principles of the culture of success your chapter members most need to develop.

### Spiritual Application

“To achieve eternal goals, we must reconcile our earthly culture with the doctrine of the everlasting gospel. This process involves embracing all that is spiritually elevating in our family and societal traditions and discarding that which is a barrier to our eternal view and achievement.”

—Donald L. Hallstrom

### Additional Insights

“The key is taking responsibility and initiative, deciding what your life is about and prioritizing your life around the most important things.”

—Stephen Covey



# *My Leadership Commitment*

- I will create a strong leadership vision
- I will set goals and be accountable
- I will establish good habits and routines
- I will set a good example for my chapter
- I will hold monthly chapter meetings
- I will work closely with my leadership team
- I will delegate to others
- I will make wise, strategic decisions
- I will find joy in the success of others

Your Signature:

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Date: \_\_\_\_\_





# 25 Rules of Thumb

1. **Sell What the Market Will Buy**—Solving a critical, recurring problem is the best way to create a business.
2. **Practice Separate Entities**—Keep personal and business money separate.
3. **Start Small, Think Big**—Learn basics when small and less costly. Then grow.
4. **Be Nice Later**—Don't give your product or business capital away to friends and relatives.
5. **Keep Good Records**—Success comes from beating yesterday's sales and profit records.
6. **Pay Yourself a Salary**—This eliminates taking cash out of the business for living expenses.
7. **Buy Low, Sell High**—The bigger the difference, the greater the potential profit.
8. **Don't Eat Your Inventory**—Consuming inventory or seed capital will kill your business fast.
9. **Use Multiple Suppliers**—Negotiating with several suppliers for the best price is critical to success.
10. **Buy on Credit, Sell for Cash**—Selling product before payment is due increases cash flow.
11. **Purchase in Bulk**—Suppliers usually sell products cheaper if purchased in volume.

- 12. Use Suggestive Selling**—Suggest to each customer other items they might like or need.
- 13. Increase Sales, Decrease Costs**—As the gap grows bigger, net profits also grow bigger.
- 14. Turn Your Inventory Often**—Profit is made every time inventory is priced right and sold.
- 15. Value Your Customers**—Keeping them coming back and buying more is a key to success.
- 16. Differentiate Your Business**—Give customers a reason to return: better, cheaper, faster.
- 17. Hire Slow, Fire Fast**—Screen potential employees carefully. Terminate bad hires quickly.
- 18. Inspect More, Expect Less**—Consistent performance comes from inspecting, not expecting.
- 19. Use Written Agreements**—Write down your terms with partners, suppliers, landlords, and employees.
- 20. Work on Your Business**—Spend 10 hours a day, five and a half days a week. Anything less is a hobby.
- 21. Practice *Kaizen***—This Japanese term means continual improvement, which is vital to income growth.
- 22. Make Profit Every Day**—If a work days goes by without profit, it's a loss.
- 23. Work *on* Your Business, Not Just *in* Your Business**—Stand back and watch, then fix.



**24. Write Daily/Weekly Business Goals**—Stretching for more will move business forward faster.

**25. Focus, Focus, Focus**—A concentrated effort in one venture pays huge returns.

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ACADEMY FOR  
CREATING ENTERPRISE

*The tragedy in life doesn't lie in not reaching your goal.  
The tragedy in life is having no goal to reach.  
—David Kirchoff*

