

THE PACK LEADER BLUEPRINT

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The Pack Leader Blueprint

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Introduction

"A genuine leader is not a searcher for consensus but a molder of consensus."
Martin Luther King Jr.

The volume that you are reading now, *The Pack Leader Blueprint*, revolves around seemingly 'small concepts' in human psychology that are often glossed over in favor of more popular (or marketable) concepts such as motivation and "proactivity."

While such concepts are no less important in one's quest to fully understand how the human mind works, they do not constitute the foundation of human behavior. If you want to be naturally influential and persuasive, there's something you should know ahead of all your efforts: **you may be doing it wrong.**

Before anyone reacts negatively to my statement, allow me to clarify: **you may be doing it wrong... But you can start making changes today.**

For many years, popular media has played around with the idea that in order to lead and influence others, you have to become an idealized superhero of sorts. This polarizes the group of would-be influencers and leaders, because only a small percentage of individuals would ever be able to match the achievements of historic icons such as Mahatma Gandhi, Martin Luther King or even Malcolm X.

But the thing is, you don't even have to imitate these personages in order to become an authority figure or natural leader.

The roots of authority run much deeper than culture and common values and beliefs. We were made to believe that genuine authority was limited to ideological apparatuses such as the government and the dominant religious orders. These institutions are certainly powerful

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but they don't monopolize every form of authority, leadership and power over others.

The truth of the matter is that anyone can become an authority and this power can be amplified and transplanted into different situations and social circles. The true roots of power and authority are biological-instinctual and is only expressed through human culture.

The secret lies in pack mentality and herd mentality.

Pack & Herd Mentalities

What do these two mentalities have to do with authority?

The answer to this question is: **everything**. Authority over others wouldn't exist in its current form if people didn't have these two instinctual tendencies. Below are summaries of how these two mentalities enable authority figures/leaders to have influence and power over others.

<i>Herd Mentality ("We")</i>	<i>Pack Mentality ("I")</i>
<i>Making small and big decisions based on what is observed in other people.</i>	Constant striving for social status and recognition within the group. The desire to be an authority figure arises. Status within the group is accepted and roles are enacted.
<i>Majority follows the minority – influencers, leaders and authority figures (e.g. experts)</i>	Self-awareness or the "I" is blurred in favor of the "we." Also known as deindividuation where individual identity is temporarily suspended in favor of group identity, thought and action.

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Places “informed individuals” such as knowledge experts on the pedestal, causing others to create a “snake-like line” in the expert’s wake.

The bigger the group, the more amplified the leader’s power becomes.

Draws its power from consensus:

“I’m going to do it because everyone else is doing it”

What the group deems acceptable becomes acceptable to individuals, even if certain actions and decisions seem to be contrary to what is deemed “right.”

The bigger the group, the more anonymous the members and the less responsibility each member holds for his/her actions.

Draws its power from consensus:

“I’m going to do it because everyone else is doing it.”

As one can plainly see, these two mentalities not only have an impact on how people perceive authority but also how they relate to others and identify themselves within social groups.

Keep in mind that the natural tendencies to follow the herd and to become “one with the pack” are instinctual and people can’t unlearn them the same way that they can unlearn habits, beliefs and values that were simply passed down by society.

Like I mentioned earlier, deference and obedience to authority runs much deeper than culture. Culture is something that you learn progressively through exposure, imitation and application. Instinct is something that you apply without thinking about it at all.

What are the implications of pack mentality and herd mentality to people who want to become authority figures?

If you dream of becoming an authority figure, you need to have the traits that people recognize in natural leaders. It’s that hard and simple at the same time. There are hundreds of books on leadership but only

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a fraction of them address the foundational basis of authority, which is revealed by the two mentalities that we discussed earlier.

Luckily for you, this volume will give you a powerful head start by revealing **ten special traits** that will help you establish your position as a pack leader. I will be revealing these traits to you shortly. But before that, there's something you have to know about authority and just how powerful it can be.

The Milgram Experiment



Stanley Milgram, the man who tested human obedience to authority.

In 1961, a researcher from Yale University began a series of psychological experiments that would completely redefine our knowledge of how authority truly works in society.

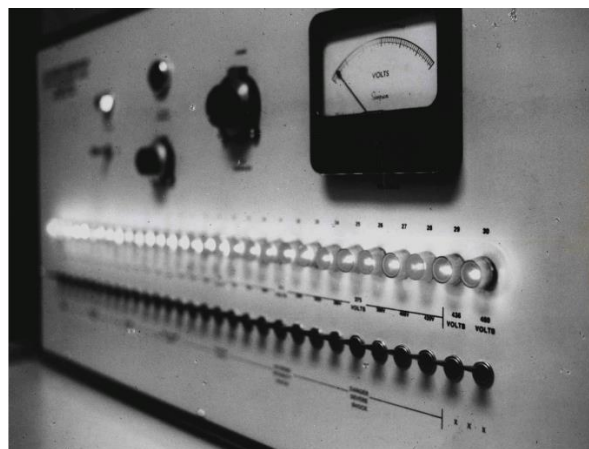
The experiments in question were carried out in the Linsly-Chittenden Hall in the same university. Ads for the experiment were published in local newspapers and respondents from all walks of life came in to participate in what they thought was research about the human memory.

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The Milgram experiment was carried out in this manner:

1. A researcher in a lab coat welcomed the respondent.
2. The researcher (called the Examiner) gave the respondent (who was given the role of Teacher) the responsibility of operating a switch board that delivered increasingly painful electric shocks to a third person (the Learner) who was supposed to answer the Examiner correctly.
3. When a wrong answer was given by the seated person (the Learner), the subject/respondent had to flip a switch that delivered an electric shock. Each button on the switch board corresponded to a particular voltage. The respondent was fully aware that increasingly higher voltages were being applied to the Learner.

The experiment was carried out in earnest and the model of the experiment was quite plain to many respondents... Until the third person or the Learner began committing mistakes. The electric shocks began with low voltages, but increased continually if more wrong answers are given. From 15 volts, the electric shocks climbed to 100 volts, 200 volts and up to 450 volts.



The actual switch board in Milgram's 1961 experiment

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What became apparent after delivering the first few electric shocks was that it became impossible for the recipient of the shocks to answer correctly because of the pain and confusion after being bitten repeatedly by electricity.



*A Learner receiving an “electric shock” after giving the Examiner a wrong answer. (Right)
A subject delivers the shock by flipping switches. (Left)*

After a while, the screaming and struggling to be freed from the experiment quieted down and all the respondents were aware of was the silent suffering of the third person who was being shocked.

The experimenter never told the respondents to stop the shocks when wrong answers were given. The majority of the respondents continued operating the switchboard, despite hearing repeated screams and pleas from the writhing and suffering test subjects.

While the experiment certainly looks barbaric and downright illegal, what the respondents didn’t know was that none of it was actually real.

The only “genuine article” in the experimental setup was the researcher in the laboratory coat. Everything else, from the third individual to the wires and switchboards were all an elaborate setup to test how people responded to authority figures even in the most mind-boggling of situations.

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The “Learner” or the person who was being asked questions by the researcher was actually an actor who simply pretended that he was being shocked by the actual respondent. The switch board, which for all intents and purposes looked like a real control panel for electric shocks, was simply a dummy machine that didn’t do anything.

Stanley Milgram, the man behind the unconventional experiment, concluded the following:

1. People had a very high willingness to do anything for an authority figure, even if it meant inflicting unimaginable physical pain on a person they didn’t know.
2. 98% of individuals disliked the idea of delivering electric shocks – but this didn’t change the reality that 60%+ of respondents continued delivering the “shocks” to the actor even if they heard the most agonizing of screams.
3. People administered the shocks not because they were “sadistic psychos” but rather, they were simply individuals who were responding to an instinctual need to follow authority. Deference to authority in any form is something that we are born with and when the need to respond to this instinct arises, we rise to the occasion.
4. Without the presence of authority, the respondents were unwilling to administer the shocks to the “Learners” or actors, for obvious reasons.
5. Respondents experienced a wide spectrum of negative emotions and unconscious physical reactions to what was being done (like shaking and sweating nervously) but the majority of them continued to operating the switch board until the researcher in the lab coat was satisfied and finally ended the experiment. Up to this point in time, many of the respondents would have pressed the “450-volt” button

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repeatedly if they had to, because they were obedient to the authority figure.

A Question of Ethics

The results of the Milgram experiments are a sobering reminder to all budding leaders and influencers not to take authority and leadership lightly – because you just don't know what you can make other people do once you have stratified your strategies and everything begins falling into place naturally.

Ideally, an authority figure should strive to lead his/her followers in such a way that advantages are enjoyed by both the group and the leader.

We have seen too many real-world examples of leaders squeezing every last bit of advantage for himself/herself. The results are often disastrous and tragedies are exceedingly common when the leader veers away from the ethical path.

The possibilities after you become a pack leader are endless.

However, bear in mind that history will witness your ethical muster when you're finally exercising power over others. The traits that you will be learning in the succeeding sections will clothe you with the appearance, capacity and skills of a true authority figure. Use this newfound personal power well and you will be rewarded greatly by your own efforts and ethical decisions.

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**1st Trait: The
Appearance of
Power**

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How can you exude effortless confidence as an authority figure?

At the outset, it may appear that this trait is nearly impossible to develop especially if you're just beginning your "transformation" to become a genuine pack leader.

Let me be the first person to honestly tell you that it's not impossible at all! In fact, **looking the part** of an authority figure is one of the most straightforward things you can do. There's no "social magic" involved here – you simply need to know how to signal to others that you are a natural leader. The rest will fall into place easily.

Appearance & Evidence



Uruguay's past president, Jose Mujica, was known for shunning wealth and the extravagant life of presidents and monarchs in favor of a simpler life on a farm.

What is truly fascinating about people's instinctual deference to authority is that we generally do not need a lot of evidence that a person is an expert or authority at all to start following him/her.

This instinctual tendency likely arose thousands of years ago when our forefathers had to spot the potential leaders in their groups using very basic criteria such as competence, fearlessness, strength, adaptiveness, etc. Up to this day, people still value these personal traits in leaders

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and they are considered valid characteristics of authority figures – but only after people have agreed that a person is a valid leader.

However, we cannot deny that society has modernized greatly in the past few hundred years and our cultural codes play a significant role in determining how people perceive us. So you may be a compassionate and fearless fellow but if you are not aligned with the “modern signals” of authority then you may not be seen as one.

Your perceived social status plays a crucial role in influencing others to see you as their leader.

Your social status on the other hand, is influenced by several elements such as **designations** (titles that highlight your expertise, rank or position), the **clothes** that you wear and **physical insignias** that acquire throughout life. Let’s talk about these three main elements and how you can take advantage of them so you can be effortlessly confident when facing people that you want to lead and influence.

Designations

Designations are the trickiest to acquire because they usually require years of hard work and training. Organizations and the academe do not just accord people with titles if they haven’t worked for them.

However, this doesn’t mean that you cannot accord titles to yourself based on your experience and expertise.

Introducing yourself using titles that you think are befitting your experience and capabilities is fair way to influence others without resorting to any kind of deception. Why? Because you can substantiate the titles that you use by applying your expertise and skills.

The designations or titles that you use have a huge impact on how people will interact with you. Here’s a good example: in hospitals,

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healthcare professionals often have a difficult time explaining the complexities of treatments and the actual conditions of patients, especially patients that are suffering from diseases in advanced stages.

Imagine a nurse speaking with a patient's relative, explaining what a heart attack was and what needs to be done to make the patient well again. Then, imagine if the relative (the spouse/son/daughter/etc.) introduces himself/herself as a physician.

How do you think this will affect the nurse's interaction with the patient's relative?

Social psychology can shed light on this interesting scenario. According to studies for the past forty plus years, even professionals who have had specialized training are willing to defer to authority at any time and in an unquestioning manner.

So the nurse who discovers that the patient's relative is actually a physician may become more subdued and less willing to share his/her own insights because of the title of the person that he/she is talking to.

This immediate deference to authority happens millions of times every day, across the globe and people don't realize it.

In fact, medical establishments in different countries are becoming more and more worried about the fact that highly trained nurses are willing to suspend their specialized knowledge, good judgment and common sense in many situations just so they can follow the orders of someone that is higher in status within the medical organization.

There are many studies where nurses were purposely given orders to administer extremely high dosages of medication to patients and unfortunately, the majority didn't even question the doctor's orders. While these studies are obviously protected by research protocols and

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safety parameters, what happens when a nurse actually fails to contest a blatantly wrong order from a doctor?

So the lesson here is very clear: If you're going to use a title to influence others, you have to be fully aware of the consequences of your actions and the resulting actions of your followers when they choose to defer to your authority. This is narrow and uphill ethical passage that you must take in order to become a true pack leader.

Pack leaders should lead the “pack” to safety and “greener pastures” and away from resource loss and danger.

Clothes & Insignias



A younger Donald Trump sporting the luxury-centered, corporate look that was already deeply-embedded in American culture. This look facilitated Trump's image evolution from a “mere” hotel tycoon to a household name, for better or for worse.

A pack leader's outward physical projection has a powerful effect on current and potential followers. In addition to speaking the part of a pack leader, you have to look the part as well. Wealthy individuals like

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Donald Trump are aware of how appearances guide people in making decisions and taking action.

For one, Trump was obsessed with making his businesses look and feel upscale. Even his failed Trump Airlines showed his commitment to making people feel what it's like to enjoy the finer things in life.

Stewardesses wore pearls (which were later revealed as faux pearls and not real pearls) and for a while the contractors who were repairing and maintaining the Trump Airline planes were flabbergasted by requests such as installing heavy sinks and doors in the planes.

At a time when aeronautic design engineers were thinking of ways to make planes lighter and therefore safer in the air, Trump Airlines was trying to make their planes look like the pricey hotel rooms on the ground.

It was clear from the outset that Donald Trump wanted Trump Airlines to become an extension of the branding of the Trump-owned hotels. While this business didn't make him any money and he has only mentioned it once in one of his books, it's a good example of how a pack leader maximizes the power of appearances in a bid to outdo the competition.

Here are some tips that will help you maximize your own image as a leader through clothing and insignias/trappings:

1. Dress for the Occasion – Know the dominant colors of authority and wear them so you stand out in a good way (e.g. if you're going to a medical convention, blue and white are good choices). Wear clothing that is appropriate for your rank within the organization but scale up slightly so that you look like you are “best in class” or *the* ideal representation of the group that you belong to.

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2. The Suit – The modern business suit evokes images of power and authority the moment people set eyes on it. People may not admit it but there's nothing more enthralling than seeing a handsome man or elegant woman in a business suit.

Invest in a suit that fits you well and is comfortable enough to wear the whole day. Don't scrimp on this one because the modern business suit is equivalent to the cleric's robe or the king's purple robe. If you wish to look the part, you have to be willing to spend a reasonable amount of cash on what you wear.

3. Hairstyle & Overall Look – Unless you are a well-known maverick in the industry with a multi-million dollar bank account already, an outdated hairstyle will not support your image as an authority. Update your overall look and have a stylist help you determine a newer, fresher look.

The appearance of youth when you're already in your forties and fifties is considered a sign of power, because leadership is also associated with the idea of *agelessness*.

This concept is expressed clearly across cultures around the world where divine personages are depicted as being young, vibrant and sometimes, with baby-smooth skin. If you need proof of this, just look at the pictorial representations of Hindu gods such as Krishna.

4. Wheels – While not completely necessary in most situations, it's good to know that luxury car brands evoke more respect than ordinary cars out in the road. Studies show that people are less likely to become aggressive with fellow motorists who drive expensive car brands. Remember this when you're at that point in your career when you can acquire a luxury car yourself!

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**2nd Trait:
Positive Attitude**

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In the world of leadership, a person's attitude is considered the cornerstone of his/her thought patterns, decisions and actions. Your attitude influences everything about you, from your outward physical projection to how you handle conflicts within the group.

Developing the right attitude is essential for long term success as a pack leader. Pack leaders are not only competent but must also espouse a consistently positive and constructive attitude that will benefit the most number of people. While attitude is not everything, it's a substantial part of your leadership DNA.

Modifying your Attitude

How can you modify your attitude to complement your position as a pack leader?

Since a person's current attitude is the result of his/her upbringing, education, environment and collective life experiences, making the right changes can be difficult because the conscious mind will do everything in its power to protect your "established norms."

However, this doesn't mean that you're trapped with your old beliefs and values. You can change them but it's going to require consistent effort on your part.

Here are the major steps that you have to take to improve your current attitude as a pack leader:

1. Acknowledge & Take Responsibility - No one likes admitting that they have a negative and undesirable attitude. A true pack leader, for the sake of his/her pack, will do it for the benefit of the most number of people. Also, it will help maintain your status as a pack leader.

Avoid using your current life situation as an excuse for your negative attitudes.

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If your environment has a negative influence on you, acknowledge the influence and block it. The negative circumstances in your environment mustn't find a home in your mind. Reject them and move forward with more constructive endeavors.

2. Become Self-Aware – People who lack self-awareness tend to hurt others without realizing it. To avoid this scenario, ask yourself the following questions:

- *What do I normally do when faced with conflict?*
- *How do I relate with others when I'm faced with difficulties in life?*
- *How do I treat people around me when I'm sad, frustrated or angry?*
- *What is my general approach to solving problems?*
- *Do I have any negative, deep-seated issues that may be influencing how I think and act at the present time?*

Answer these questions as honestly as you can and you will discover where your attitude is coming from and why it persists up to this day.

You'll be able to tell for yourself if you need to make changes or not. There is no "perfect attitude" because a person needs to change and adapt depending on the situation. Your attitude should match what you're trying to accomplish as a pack leader.

3. Embrace Change – Change is one of the scariest things in life and yet, it actually forms the skeletal framework that enables a pack leader to progress continuously through time. Without change, the pack leader would be stuck in a very small space where he/she wouldn't be able to accomplish great things for himself/herself and his/her pack.

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Identifying things that need to change in your attitude is easy. The toughest part of the process is motivating yourself to push ahead with these essential changes.

Knowing that you will benefit from change is often not enough. You have to desire change and long for its outcomes. Think of how much better your life would be if you chose to take action now. Imagine your improvement as a pack leader after you've relinquished your hold of negative attitudes you currently have.

4. Create New Habits - When you're finally motivated to make changes in your attitude as a pack leader, it's important that you start creating new habits from scratch.

You now have the opportunity to develop and keep positive and constructive habits to replace the old ones that you don't like. Since we're talking about habits, you have to apply the new habits on a day to day basis until you've forgotten about them completely.

When a person forgets that he/she performs a certain set of actions in specific situations, that's the time when we can say that new habits have taken root. In the beginning, you will need conscious effort to hold the new habits up but eventually, the new habits will begin to 'harden' and they will become a part of your regular mindset.

There is no need to rush into change - do it gradually but consistently and you will definitely get good results.

3rd Trait: Unbeatable Motivation

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Motivation is defined as “the desire and/or willingness to do something.” This concept is elegantly simple and yet, it’s something that many people cannot find for themselves when they need to accomplish something important.

This applies most especially to pack leaders who are faced with seemingly insurmountable obstacles.

When an individual is countered by so many challenges and difficulties, motivation drains away and the idea of simply quitting becomes tantalizing. However, the fact remains that when you quit on something that you want, you will regret your decision later on *and* you will feel your desire becoming even more unbearably insistent.

In order to stay motivated, you have to be positive and constructive with your approach to life but at the same time, you have to be realistic, too. If you’re not realistic, mistakes and shortcomings will demotivate you very quickly. Realists acknowledge that failure is part of the equation and what we can do is to prepare well so we *can avoid* failure as much as we can.

A person who continues to strive after encountering failures will likely achieve success in the future.

The reason for this is simple: your expectations guide your actions and their corresponding outcomes. As long as you remain motivated and open to change, there’s no reason for you not to succeed. It may take longer depending on the size of the obstacle in your way but eventually, like I said before, things will soon fall into place naturally.

The only time that we can honestly say that a person has failed is when he/she decides to quit even before he/she has explored all attainable and realistic possibilities. This is another aspect of pack leadership that you should be aware of.

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The only way that your followers are going to stay motivated to believe in you and follow you is if you can show them hope in the darkest of times.

Hope is the burning principle that allows people to muster the courage even when things are not looking up. Hope's twin brother is **purpose** – if your followers have a sense of purpose and they know exactly why they're working hard in a particular manner, then you can expect the best outcomes from your group. Your group's problems may not be resolved immediately, but I can assure you that your group will remain strong throughout the ordeal.

How can you develop the right mindset?

The right mindset comes from having a positive perspective, even in the worst of situations. Having a positive perspective doesn't mean that you're going to delude yourself that you're succeeding when the opposite is true.

Having a positive perspective means that instead of trying to find fault in others for your misfortunes and shortcomings, you're going to look deep into yourself to find that deep well of strength and resourcefulness so you can find a usable "opening" or opportunity in the present situation.

All you have to do is keep moving forward. The most successful individuals in the world have one thing in common – none of them know the meaning of the word "quit."

To them, the idea of quitting on something that they want is an alien concept. If something doesn't work out, the design is tweaked and they go at it again. If it takes two hundred adjustments to make something work, they're more than willing to perform those two hundred adjustments. But to quit just because they failed once? Simply unthinkable!

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How can you speed up the development of a positive mindset?

Reading books like this one is a step in the right direction. To crystallize the concepts that you've learned, it would be best to find role models or even a mentor that will actively help you overcome any negative thoughts you may have about being a pack leader and succeeding in your endeavors.

In the event that you do find someone who is willing to mentor you, don't waste the opportunity. Learn as much as you can and observe how your mentor works. Try to determine how your mentor thinks and acts. Model your mentor's excellence and you will soon find yourself achieving success the way your mentor does.

Modelling the excellence of other people is like propping a big ladder on the wall. You use the ladder to reach the top so you can reach another level of excellence. You don't stay on the ladder after you've reached the top. If the ladder is substantial enough, you can use it again to reach new heights. If it's not, then you have to let it go and create a new one.

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4th Trait: Focused Problem-Solver

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The fourth trait of the pack leader is his/her ability to focus on creating or finding solutions to problems, no matter how big or difficult they may be.

This trait is essential to your overall development as an authority figure because people look up to leaders primarily because they have problems that need to be solved. When you're in a situation where your followers are asking you for solutions to their problems, how well will you be able to handle that situation?

Granted, not everyone is born with the natural fortitude to face problems the moment they arrive.

The average individual is actually wary of problems because they tend to disrupt the established equilibrium (the person's comfort zone) and they often require copious expenditure of different resources. Because of these inescapable realities, people commonly espouse a very avoidant attitude when it comes to problems. Old sayings such as "out of sight, out of mind" are reflective of these contrary beliefs.

A true pack leader can't afford not to solve problems. Why? Because problems exist because there are inconsistencies within the system and when inconsistencies are allowed to remain, they tend to propagate even more problems. In short, if you want to have an easier time solving problems, you mustn't allow them to accumulate.

Each problem has to be given immediate, adequate attention. I understand that this can be a very inconvenient or downright frightful idea but think about this: the fewer your problems are on the whole, the better your overall performance would be as a pack leader.

We become pack leaders to enhance ourselves and to provide specific benefits to other people. If you lose sight of the basic premise of pack leadership, you will not feel motivated to solve the present issues that are impeding your success.

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What is the correct approach to solving problems?

Problems have been a part of human life since time immemorial. They won't be going away soon. Wishing them away won't help and ignoring them will likely make things worse. Instead of turning to these two unhelpful approaches, use the following nuggets of wisdom instead:

1. Problems have solutions. Some problems are easier to solve than others. But they all have solutions, even if the solution is to let something be for the time being.

Don't think for a moment that your problems are so big or numerous that it's no longer possible to take action. It's always possible to take action – you just have to spot the right opportunities and act immediately once you do.

2. Problems don't last forever. Problems usually arise from conflict of interest and scarcity of resources. Small problems are often seen as large and unconquerable because they cause difficulties in the present time. Instead of stressing yourself over a temporary problem, focus your attention and energy on something else if you can't find a solution at the moment.

It's important that you don't end up wallowing in worry because worrying is a very counterproductive way of spending your time and energy. If you end up worrying too much about a small and/or solvable problem, you're drained of the limited resources that you could have used for formulating solutions or fixes.

3. Problems improve us. While problems are certainly low on the agreeability scale, we cannot deny that problems can help you become a better person.

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Talents that you didn't know you had will suddenly surface and you will also realize just how strong you really are as a person. Problems will also make you more creative and resourceful because that's the nature of problems – they're special puzzles that are meant to be solved.

Sometimes the process of solving problems isn't straightforward. Don't let this stop you in your tracks. If the solution that you've created doesn't work, change tack and try again. Continue 'attacking' the problem until you gain a fuller understanding of the factors involved.

A person's lack of familiarity with the problem itself can also become the main cause of failure. There's no shortcut when it comes to comprehending the scale and complexity of a given problem. You have to face it and take apart its elements so as to make sense of what must be done.

Remember: People look up to pack leaders for wisdom and competent guidance. A leader is someone who protects the interests of the larger body in which he/she belongs. If you can fulfill your obligation to your group by imbibing the correct approach to solving problems, you can be assured that your influence as a pack leader will be amplified greatly.

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**5th Trait:
Fearlessness**

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How can you become a fearless pack leader?

Fearlessness in the face of uncertainty or even danger is one of the sterling traits of the true pack leader.

While it's true that people who follow authority will do so unflinchingly, it also logically follows that authority figures are expected to be fearless and protective of the people who follow them. The inability of an authority figure to protect his/her pack can cause the members of the group to reject the leader in favor of someone who can be courageous when the situation calls for it.

How does fear affect us?

Fear is the most damaging of the negative emotions because its presence often results in paralysis or inaction. Inaction is fatal to pack leaders because the very essence of leading a group *is* action.

We can say that fear is the antithesis of leadership because it can permeate into every aspect of a leader's life. Of course, this will have direct and indirect consequences for people who believe and follow the fearful leader.

Fear also causes people to create dreadful and frightening scenarios – scenarios that will likely never come to pass.

While the idea of “worst case scenarios” is valid, what's *not* valid is using worst case scenarios as an excuse to revert to old, ineffective behavior patterns because of your fears.

If you fear that something horrible might happen, turn your attention to the problem that will cause this catastrophe in the first place and try to formulate a solution. Simply being fearful of something doesn't solve anything and unmitigated fear can cause paralysis.

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Now, some of you may argue that fear is a very natural occurrence and everyone is entitled to feel it every now and then. Yes, it's true that fear is a natural reaction to situations where there is a potential threat or danger. It's impossible not to feel fear but our point here is that the moment you feel that fear is impeding your progress, you mustn't allow it propagate itself in your mind any longer.

Fear also causes people to think of a situation in purely negative terms.

Since fear spreads quite easily, it can be hard to manage a group that already fears the worst. In order to counter this, we must provide people two things (which I have already mentioned before): **hope** and **purpose**.

The only thing powerful enough to neutralize excessive fear is hope that there is a positive end to all the negative events. Purpose on the other hand, allows people to work with a specific outcome in mind so they're not waylaid by their own fears.

Large organizations often benefit from this approach, especially during tough times such as impending restructuring due to corporate losses. When things are uncertain and everyone feels like the ax is about to swing down on *them*, chaos is just around the corner.

Lastly, fear can drain all your energy for no good reason.

Being fearful triggers the physiological stress response, which can sap a person's energy so much so that the fearful individual becomes overwhelmed with feelings of fear and hopelessness. We all know that our energies are quite limited and whatever energy we have must be conserved for more meaningful activities.

You must also avoid thinking of far-fetched problem scenarios when you're planning to accomplish something because these scenarios will

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become an additional burden to your already tired mind. Again, if you're supposed to be fully engaged in another activity that requires your utmost focus, worrying about things that haven't taken place yet will likely deplete your already spent resources.

You can better manage your fears by...

1. **Admitting that you are afraid of certain things.** This shifts the balance from pure fear to partial control. The more you come to terms with the specificities of your fear, the better off you will be.
2. **Discovering why you are afraid of something/someone in the first place.** This may not be immediately apparent at 'first glance.' You may have to dig deep into your past memories to find the exact moment that triggered the fear in your consciousness. Once you have identified the memory, you can proceed to dismantling it so it would no longer have any power over you.
3. **Taking stock of what has been happening in your life since you've allowed your fear to dominate your thoughts and emotions.** Sometimes, people need a rude awakening of sorts to finally take action. If this is what you need, don't hesitate to be very honest with yourself. How has fear been affecting your ability to lead and guide others?

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**6th Trait: Highly
Persistent in
Failure**

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The unloved twin brother of Success, Failure, has always been the sore point of many would-be pack leaders, especially when a leader needs to succeed for the benefit of all those who have believed in him/her.

As a pack leader, you must form an iron suit around yourself when it comes to dealing with failures. When you fail at something, it doesn't mean that you are a failure. It simply means that something you tried fell short of your own expectations.

Humans dislike failure like the plague because we are naturally inquisitive, problem-solving creatures. We like coming out on top when something's threatening our limited resources and way of life. Failures prevent people from advancing with their plans and desires.

And this is exactly why you should know how to manage and utilize your failures so they don't end up holding you down.

If you want to overcome failures and every bit of negativity that comes with it, you have to make sure first that you're not sabotaging your own chances of success. The following have been known to do just that:

1. **Subconsciously focusing on failure.** The human mind is so powerful that it can draw to itself the right circumstances that will bring about a change in a person's reality.

So if you focus on the fear of failure or scenarios where failure becomes inevitable, then these thoughts and emotions become your self-fulfilling prophecies for the present time. Eventually, the desire for success is masked by an overwhelming expectation that something will go wrong.

When the mind no longer anticipates success, it does the opposite: it begins to desire failure because failures 'make more sense' than

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successes. These ideas may sound like they're "off the rocker" but they're generally true for individuals who have ever feared failure.

2. Giving up after failing. Like we've discussed before, success isn't a one-step process. Genuine success is the result of several major steps and countless modifications and repetitions.

If you give up on an endeavor simply because you've encountered several failures, you're not going to be a good pack leader. You have to be extremely persistent and you must view failure as simply a part of the creative process in arriving at an ideal solution.

3. Owning failure completely. When something doesn't work out, what people often do is they make global labels that make the situation worse.

"I'm a complete failure."

"I'm so stupid, why didn't I see that coming."

"I wish I really knew what I was doing."

Such labels and statements are damaging to a pack leader's confidence in himself/herself.

Committing mistakes and sometimes failing are part of your development not only as a pack leader but as a person. Don't beat yourself up for your failures. However, you are free to reconsider if you think about quitting after the first try!

4. Avoiding risks. By nature, everything in this world is risky. Standing on a chair to reach for something can kill you if the probabilities play against you. As a pack leader, you are expected to analyze the situation and pick a good plan of action, even if that plan involves risk.

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Sometimes, we magnetize failure because we avoid risky yet rewarding options. We sometimes become embroiled in the idea that something is so risky that we fail to perform to the best of our abilities and this causes even more complications.

Nothing could be more frustrating than the feeling that you can't do anything to overcome a failure. You will feel helpless and alone when this happens to you. Fortunately, this can be easily avoided if you follow these basic guidelines:

1. **Don't be lazy.** If a worthy endeavor requires a lot of brainwork and legwork, don't hesitate to invest your time and energy in it.

Lazy individuals will never make good pack leaders because they're preoccupied with avoiding hard work. Everything in this world that is worth having has an equally high value and we can only acquire these things through hard work.

2. **No regrets.** Regretting something you've done or haven't done will put you in a paralyzing negative loop. Instead of focusing on what you failed to accomplish, turn your attention to what you can do to restart the process so you can gun for your target outcome again. Forget about those "*what ifs*" that are floating in your mind. They're not only distracting - they are potentially harmful to your pack leader's mindset.

3. **Do it anyway.** Sometimes people turn away from doing something because they feel that the odds of success are too low. If you operate mechanically with the mindset that something won't work because the odds are constantly against you, you'll never get anything done. Check the odds of success and forget about them completely. They won't contribute to your overall performance as a pack leader.

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7th Trait: Guided by Intention

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Intention precedes everything that we say and do. When we reach out to say something to another person, we do so with an intention, whether we are aware of it or not.

Some people dislike the idea of using the concept of intention to describe their dealings with other people, as if having an intention means you're planning to negatively manipulate the other person into doing something that he/she doesn't like.

The nature of your intention/s as a pack leader is completely up to you. This means that you wield an immense power over the outcomes of your leadership as a whole.

The growth and further development of the group that you lead will be guided by the intentions that you set forth even before you start setting goals and creating plans of action.

How does intention improve a pack leader?

A genuine pack leader is aware of his/her own shortcomings and having specific intentions will allow the pack leader to materialize the necessary changes.

For example, you might be aware that you are unable to relate properly to people who have a different educational background than you. If you do not set the intention to change this personal vulnerability, no amount of planning will help improve it.

Intention gives rise to desire, which motivates people to take action.

Change and action would be impossible if a person has zero intention to substantiate these two. You can't commit yourself to a plan of action if you personally believe that you wouldn't or shouldn't do it in the first place.

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Here are some additional guidelines that will help develop your intention-setting capabilities:

1. **Actively set intentions for the present and future.** Don't leave everything to the Universe. Assuming that things will simply fall into place is a dangerous gamble that you should never try. If you relinquish your grip of your life's own trajectory then other people may walk in and steer it for you.

I'm fairly certain that this isn't something that you want because if someone else is in charge of your life, who knows what would happen to it?

Having powerful, overarching intentions in life will help you set better, more achievable goals in the present time. Your goals will also be fiercely focused on creating the right circumstances which will make your intentions a reality.

2. **Make the decision to overcome your weaknesses.** As a pack leader, you owe it to the people who believe in you to overcome your personal weaknesses so you can better perform your role as an authority figure. Creating the intention to grow as a person will push you to invest in things that you didn't thought you would need, like further education.

Remember that you lose nothing when you make the decision to make yourself a better leader.

In fact, you have everything to gain by furthering your expertise and by gaining additional experiences that will make you even better than you are now. Remember that we are all able leaders – but it just so happens that some leaders became better than others through constant striving.

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3. Do it right now (or as soon as you can). You may have all the best intentions but without the conviction to enact them the soonest possible time, your intentions are simply dreams and wishes written on air. Don't think that there will ever be a perfect time to do anything. The truth of the matter is that any time is the perfect time to do something.

Your desire to achieve something trumps everything else – so go ahead and pursue it after reading this book. As long as your main intention/s and desire/s are aligned, there's nothing standing in your way of overcoming obstacles barring your way to success.

4. Make mistakes and enjoy them! Like we discussed before, people fear failure and mistakes because they tend to 'personalize' the experience. Making mistakes is part of the human experience, especially if you are trying to accomplish something that you have never done before.

The only downside of committing mistakes is that you may feel bad for a time. But as long as you keep trying, your mistakes will be tiny and insignificant compared to what you can achieve in the long term by allowing yourself to pursue your main intention without any anxieties or fears of committing mistakes.

This goes hand in hand with risk-taking: you need to take risks if you truly want to grow as a person. Consider mistakes and failures as "growing pains" and continue to push on with all your might!

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**8th Trait: Highly
Self-Aware**

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The eighth trait of a powerful pack leader is the self-awareness.

Self-awareness is defined as *“conscious knowledge of your own motivations, desires, thoughts, emotions, etc.”* In short, self-awareness is a type of consciousness that allows you to examine the very stuff that makes up who you are as a person.

Many individuals go through life barely aware of their own true intentions and motivations in life. This simply will not do if you want to become a successful pack leader.

Self-awareness helps the pack leader forge the path so that bigger and better things become possible.

This form of consciousness also informs your thoughts, words and actions with your **overall purpose in life**. Life without any clear purpose can be hard on the mind and heart, because you wouldn't know where all your energy and resources are really headed.

Below are some essential questions and guidelines that will help you discover your true purpose in life, based on what you truly love doing:

1. **“What makes you truly happy in life?”** This is very simple question and yet, it has the capacity to stump anyone who hasn't found his/her true calling or purpose yet. Many people are afraid to answer this question because a staggeringly large number of people secretly dislike their chosen careers in life. Apart from money considerations, they say, there's little left to be loved in the job itself.

This is an urgent, central issue in a pack leader's life that has to be remedied immediately. If a pack leader doesn't believe that he/she should be doing what he/she is currently bound to do, either through employment or some other formal commitment, the pack leader runs the risk of becoming burned out for no good reason.

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If you truly feel that you don't belong where you are right now, it's time to make a change.

Don't let your fear of risk-taking rule your life. Like I said before, there will always be risks - even in your present career or line of work. Taking risks so your life will finally have purpose and you will be happier - now that's something to embrace, not avoid.

2. **"What's your dream job/dream career?"** This is a moot point for many individuals because even if they are fully aware of what they truly want to do in life, they feel trapped by the rat race and the 9 to 5 grind.

Money is a big consideration and often, this question is forgotten because people feel that even a slight disturbance of the monthly cash flow will spell doom for themselves and to those who depend on them.

Before you dismiss the idea of pursuing your lifelong career goal, think about this: you are very passionate about this dream career and this being the case, it's very possible that you will outperform and outshine others when you finally pursue it. From an economic point of view, it's also possible that you will be able to match or even exceed your monthly income from the unsatisfactory job that you have now.

I leave it to you to imagine the possibilities!

3. **"What can you realistically achieve at the moment?"** Despite the fact that I'm encouraging you to pursue your true purpose in life, beginning with changing your career if it needs to be done, we have to set realistic goals for ourselves, too. Being realistic will allow you to work with your current resources and physical capacity.

You can begin achieving your true purpose in life one step at a time. It doesn't have to be an abrupt, complete transformation. Abrupt transformations will probably cause more problems in the long term

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because you simply were not prepared to deal with everything else that came with the big transition.

Some people have prepared themselves for many, many years before making the big shift to their dream careers or jobs. Unfortunately, not everyone has the time and resources to accomplish this. The average career person is so preoccupied with performing well and generally just getting through the day that this type of preparation seems impossible.

If you are in the exact same situation right now, know that you can step out of the invisible bindings of the 9-5 grind so you can begin achieving better things for your life. Make the decision to sit down and think of what you can do first and your life will begin to adjust itself to this new endeavor.

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9th Trait: Contemplative

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Contemplativeness is the ninth core trait of the pack leader.

Contemplation allows the weary mind to rest, giving it much needed “processing time” so that it could fully comprehend its most current learnings. Life without contemplation is like driving a car for hundreds of miles without letting it cool down periodically. Eventually, the car is going to overheat and it will simply break down.

What are the benefits of contemplation?

Contemplation, whether through guided imagery (visualization), meditation or even hypnosis, provides the following benefits:

1. Mental clarity. The never-ending demands of leadership can easily take a toll on a person’s mind, especially if he/she is required to solve problem after problem. After a while, continuous mental exertions can make any person’s mind foggy.

Unlike the body, which can regain its strength and suppleness with sufficient rest, the mind doesn’t recover as easily. Top leaders and influencers will tell you that oftentimes, sleep doesn’t ‘cure’ the mental fatigue caused by the never-ending demands of work, family and other commitments.

Fortunately, contemplation can help a person regain his/her mental clarity. You see, when you a person engages in contemplative thought, everything winds down and the mind begins to operate at a very comfortable and natural speed and intensity.

This allows the mind to ‘feel’ normal again while being productive at the same time. You can’t overwork the mind when you’re reflecting on something – it’s impossible unless you cease from contemplating and you start worrying. Worrying is a completely different thing altogether!

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2. Priceless insight. Ever wondered why solutions to some problems are slow in coming? This probably happens because your mind hasn't been able to adequately process everything that it needs to know about the problem for it to be able to create a workable solution.

Consciously thinking about a problem is not the same as allowing the mind to naturally contemplate it. So if you want to benefit from vital insights of your mind, you have to give it time to process all of the details and it can only do this if you're in a contemplative state.

The contemplative state of mind may seem like you're blissfully blank but what's really happening is you're keeping the conscious layer of your mind free of distractions/noise so your subconscious mind will have full access to your cognitive resources.

3. Better quality of thoughts. Your mind will only be able to create amazing ideas and solutions if it's not overburdened with stimuli and random ideas.

Contemplation allows the mind to reorganize its thought patterns so it can discard the least useful ones. Your mind cannot perform its 'spring cleaning' if it is actively engaged all the time. There has to be gaps in between conscious mental work so your mind can keep itself pristine and functioning at an optimum level.

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**10th Trait:
Consistent**

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The 10th trait of the pack leader is consistency.

After mastering the first 9 core traits, the 10th trait of the pack leader will test not only your skills but also your overall motivation to become a genuine pack leader.

An authority figure will only be able to maintain his/her influence over others if he/she is consistent with everything that he/she does.

Your effectiveness as a pack leader can only be truly measured by the yardstick of consistency. While individual triumphs are certainly important, it's your general performance over a long period of time that truly builds your image as an authority figure.

Consistency requires personal discipline – lots of it. Fortunately, it is quite possible to develop discipline no matter what your age or status in life. Below are two guide questions that will help you become more consistent as a person, not just as a pack leader:

1. **“What are your strong and weak points?”** Every person has his/her own strengths and weaknesses. However, not everyone is willing to admit this, much less act quickly when weaknesses are discovered.

When you're able to identify what you're good at and which areas of your personality or skillsets still need improving, you can begin creating new plans of action to remedy your current situation. The goal is not perfection, but growth and self-improvement.

The idea of being “perfect” has no place in leadership because perfection is a very subjective category and the moment you subscribe to it, that would be the time when your group will begin to falter because of unreasonable expectations.

A perfectionist doesn't want consistency – he/she wants everything and everyone to conform to what he/she thinks is ‘perfect.’ There is a

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big difference between these two concepts. Perfectionism can easily lead to interpersonal conflict and damaged relations with members of your group.

2. **“How do you work as a leader?”** Being aware of the specific methods or techniques that you use to lead others can help you understand if you’re consistent or not. If you make promises and break them or if you ask for a certain level of performance but your own performance falls short of this standard, you’re likely suffering from inconsistencies yourself.

You can remedy this situation by simplifying your approach to leadership and discarding the habits and beliefs that are preventing you from becoming a progressive and constructive force within your group. The process of reviewing and changing old habits and beliefs can be difficult to many; remember to keep your eyes on the prize so you will stay motivated no matter how difficult things get.

Becoming consistent in everything that you do is not an overnight process. It takes time, but not too long that you won’t be able to improve your performance at the present time. Below are some fast tips that will get you “up and running” in the consistency department quickly:

1. **Increase your patience.** Consistency requires patience. The best outcomes are only achieved after plenty of hard work and perseverance on your part. In our day and age where instant gratification is the order of the day, it’s easy to see why people in general are becoming less and less consistent: patience is no longer considered an important virtue.

If you’re not patient as a pack leader, you may end up jumping from one process to the other in search for a ‘faster solution’ to your

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problems. Instead of spending time examining a likely solution, you may feel like you're wasting precious time and energy. In the end, *you* may be expending extra energy on ineffective methods that will also fail to create your desired outcomes.

2. Rekindle your inner learner. Life is a never-ending process of learning. If you think that you know enough and you never have to read another book again, it's very likely that you are in dire need of additional learning.

Genuine experts in every field know just how much knowledge is out there and it simply not realistic anymore to say that you have everything you need and you no longer have the need to gain knowledge.

Knowledge can be gained either through practice/experience or by engaging in formal studies.

Either way, you need to rekindle your inner learner if you want to enjoy the learning process again. Don't close your mind to the possibility of learning and improving. Make this a consistent belief that guides all your other quests for expertise and knowledge.

3. Find motivation. Unfortunately, motivation is something that you must develop yourself over a period of time. The inspiration to work on something springs from within and is influenced by your dominant beliefs about what you're working on. This simply means that if you don't like what you're doing, you won't be consistent with your performance due to low motivation.

If you have to perform a task because you're obligated to do it, try to find a silver lining in your situation. Focusing on the positive aspects of a situation will also help reformulate your dominant mindset about leading others.

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Conclusion

Within this volume we examined ten powerful traits of authority figures. These ten traits will form the foundation of your education in pack leadership. Learning these core traits will enable you to prepare yourself mentally and emotionally for the rigors of leadership. If you want to provide excellent leadership, you have to imbibe the essential characteristics of a powerful and just pack leader.

Everyone has the capacity to lead – but only a handful can become truly influential leaders in their own right. It is my sincere hope that this volume has helped you understand how leadership arises (seemingly out of nowhere) and how it can be sustained indefinitely by the authority figure that people abide by.

To Your Success,

Paul Mascetta