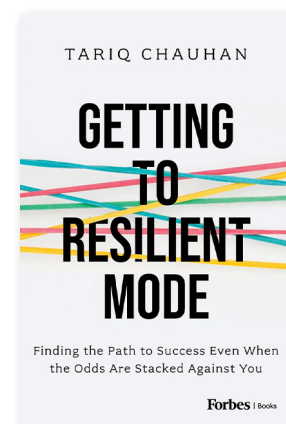


# Getting to Resilient Mode

Finding the Path to Success Even When the Odds Are Stacked Against You

by **Tariq Chauhan**



## Contents

Introduction

Page 2

Part 1: Leadership

Page 2

Part 2: The People-First Approach

Page 2

Part 3: Business

Page 3

Conclusion: Ready to Build Resilience?

Page 5

## THE SUMMARY IN BRIEF

Building or scaling a business in today's rapidly evolving landscape takes more than just capital. It demands the right strategies and a generous doze of resilience.

The book *Getting to Resilient Mode: Finding the Path to Success Even When the Odds Are Stacked Against You* unpacks powerful insights and actionable steps to help entrepreneurs succeed in a world of business that comes with countless challenges every step of the way.

By recounting insightful personal anecdotes, author Tariq Chauhan tells us what truly goes into creating a sustainable and successful business. By navigating the pages of this book, we acquire the mental toolkit to build high-performing teams, untangle complex business challenges, and take our leadership skills to the next level.

## IN THIS SUMMARY, YOU WILL LEARN:

- What goes into building a sustainable and successful business.
- How to incorporate a people-first approach in your organization.
- How to prepare for creating quantum leaps in business.
- How to stay resilient regardless of the challenges ahead.

### Introduction

This book is a true reflection of my introspection about the errors I made in life and the learnings therein. It brings in discourses and influences of some extraordinary people who touched my life. Here, I concentrate on the lessons learned from my mistakes. I have tried my best in this book to connect to all those I view as my target readers, who can apply my learning to their own insights when experiencing hardships. I am sure these readers will find opportunities to resonate with my experiences, as well as use these perspectives to manage their challenges and triumphs.

---

### Part 1: Leadership

#### Chapter 1: Personal Lifestyle and Behavioral Attributes

Discipline and positivity have been the two most significant attributes that have guided me throughout my life journey. These important behaviors have helped me navigate through the most challenging of times. Working always with these attributes in the forefront of my mind, I was able to maintain a mindful state that would allow me to rise above all adversity.

#### Chapter 2: Demonstrating Ethical Leadership Is a Necessity

Having lived in the midst of a society with hypocritical and complex conventions, I have found it necessary to always keep my core values at the forefront. It's essential to ensure that all actions we take as leaders can be seen as aligned with the set of ethical values that we profess to follow. In pursuit of our goals and ambitions, we as leaders must remain mindful of our ethical values and commitments and let them reflect in our work and decisions. Deviating from these can be disastrous for morale, as this will create a trust deficit with your stakeholders.

#### Chapter 3: Altruism Must Not Just Be Professed but Practiced

I was aware that to achieve the true impact of my altruistic beliefs throughout my career, I had to go the extra mile by building a bond of trust with my employees where they could see me "walking my talk." In this context, I ensured my actions were well communicated, understood by all stakeholders, and informed of the benefits of those actions that would transform their lives. I was very emphatic in driving my ideology that employees' personal and professional good will eventually increase the organization's larger good.

#### Chapter 4: Diversity and Inclusion Are Business Sustainability Needs

The wisdom gained from research demands that organizations ensure diversity by including different interest groups, religions, casts, and social classes to build a robust and tolerant culture. diversity and inclusion have evolved as a necessity to create an environment where equality begins to flourish, and biases are removed. Leaders must work tirelessly to create this just and fair environment in their organizations.

#### Chapter 5: Transforming Mistakes into Success

The most significant gift I achieved from the low points of my life was my resilient mode, where I did not dwell on my failures but applied deep introspection from the lessons learned. This is an achievable goal for any leader who aspires to excel. I have always worked to correct my path, using my learning to rise above my previous mistakes. This is the most important lesson of resilience, one that every leader must learn.

#### Chapter 6: Truth and Fairness Must Prevail

A leader's biggest asset is the trust that they have gained with the people who work in the organization. It is critical that people see the leader as fair and transparent in his or her actions and decisions. The leader must enable trust and effectively communicate the reasons for his or her decisions at all times. Justice and fairness are what differentiate an ethical leader from an opportunistic leader.

#### Chapter 7: Leaders and Managers Must Ensure Communication That Touches the Heart

Leaders must make an effort to touch people's hearts. This can only happen if they build a deep commitment and conviction that is driven by their own hearts. Their intentions should demonstrate sincerity and selflessness, ensuring a purity of purpose that will create trust. The purpose should not have a self-driven agenda, and the communication therein must convey the spirit of the purpose that offers compassion and holistic good for all.

---

### Part 2: The People-First Approach

#### Chapter 8: Blue-Collar Workers, the Real Unsung Heroes – Their Engagement and Inclusion

Being the CEO of a company with an eighteen-thousand-strong facilities management workforce, with two-

thirds of it being a blue-collar workforce, my work to ensure the success of our employee engagement process has been intense and rewarding. However, it is a complex task to manage the expectations of these employees and to gain their trust.

In the beginning, I could see that the state of blue-collar workers had its issues and needed a fresh review. I was surprised to see that these employees were never addressed by their real names but were called workers, laborers, blue collar, or trades. However, in reality, these people require respect like any other employee, because each has their own worth and intrinsic value. What seemed to matter most were only their productivity parameters, basic needs, salaries, and facilities but not their holistic needs. I realized this fundamental disconnect had to change.

To correct this long-term anomaly, it's important for company stakeholders to first understand the general mindsets of blue-collar workers and their world outlook. These people have difficulties to confront, as well as a trust deficit with the social system itself. Some have deeply embedded grievances derived from lifelong hardships. Business leaders have to make conscious efforts to push for reforming their organizations to address these issues.

### **Chapter 9: In Pursuit of Building a Value-Based Organization through Team Chemistry**

To build a sustainable enterprise, businesses must look beyond performance, annual budgets, financial performance, and bonus or dividend payouts and instead must look at all stakeholders' perspectives as well. During team engagements, it is critical to engage the team to first buy into the leadership through the virtue of respect, as well as respect for their own tangible contribution to the purpose at hand.

### **Chapter 10: A Business Case Made for Happiness at the Workplace**

If we implement happiness and Wellness initiatives into our corporate culture, our businesses' productivity and job satisfaction will see a significant increase. This will then directly impact the economy's growth and corporate profitability.

Money remains a prominent driver in the happiness of employees, be it salary, annual increments, or bonuses; Employees respond to this more positively. For instance, adjusting living index parity in annual wage reviews is a must for companies to build employees' trust and promote fairness.

### **Chapter 11: Building the Business Case for Progression**

While most business leaders understand the benefits of progression, only a few organizations accord the needed attention to ensuring it. Progression helps build service excellence and staff motivation and brings the organization financial benefits. It creates an environment of learning and development that prompts people to work to move up in the organization, resulting in financial restitution and a feeling of recognition, plus rewards that spike higher motivation levels.

### **Chapter 12: Motivating a Diverse Workforce**

Most people in organizations often get lost in salary and compensation issues when looking at the motivational needs of their core workforce. They seldom look at other critical drivers of workers' engagement. For example, you might pay well, but all other efforts are in vain if you don't pay people on time. In addition, companies must not use corporate social responsibility as a checklist to tick off; Instead, they must seek to build a culture that encompasses its real impact on all stakeholders.

---

## **Part 3: Business**

### **Chapter 13: A Values-Based Organization Is a Fundamental Must**

In the course of business and especially in context organizational realignments, the organizations' stakeholders, culture, processes, policies, and procedures must embrace and embed values. Values, be it honesty, integrity, mutual respect, courtesy, discipline, transparency, compliance, or governance areas, are not singularly driven beliefs but a force to be reckoned with, one that is to be backed by a collective resolve across all facets of the organization.

### **Chapter 14: The Company's Strategy and Vision Needs Mainstream Engagement**

Every business, whether it is a small entity or a large public enterprise, needs a vision and mission statement. Visionary leadership is a critical business need, much more so than a leader's grandstanding. There are three significant factors to operate by: Who do we do business with? What do we do for them? What do we achieve with the value proposition?

### **Chapter 15: Businesses Need to Adopt Structure, System, and People Alignment**

People, systems, and structures need to be incorporated to

build a resilient business. It's important to ensure that all stakeholders, employees, shareholders, clients, and suppliers' expectations are aligned with the people responsible for the execution. For example, clients need good service delivery; shareholders want a higher and stable return; employees need greater motivation in terms of salary, perks, and work environment; and suppliers wish to achieve the scalability of increasing business.

My business strategy has always been to ensure risk diversity, and therefore no single contract, country, or business vertical would exceed the acceptable risk diversity standards. These considerations must apply across all business aspects, from receivables to suppliers to employees' ethnic mix.

### **Chapter 16: Business Scaling Needs Specific Checks and Balances**

Business scalability demands that enterprises undertake adequate scrutiny of their preparedness to manage the upside. Business science has taught us about enterprise risk agility. Entrepreneurs need to master their foresight by incorporating multiple checks and balances when deciding whether to take any quantum leaps, as ambitious projects must not interfere with smoothly running a business.

### **Chapter 17: Planning and Building a Sustainable Business**

In any business pursuit, especially in the context of amateurs, the drive to accomplish business goals must not be based on gut feeling and emotions. Money is not the only prerequisite for starting a business however big or small it may be. To start a business, one has to have an idea or concept, the resolve to follow it through, the road map, and the resources, both financial and otherwise. Questions about mental preparedness, the ability to take risks, overcoming the fear of failure, patience to deal with unforeseen developments, and, above all, belief in one's self should be addressed. Creating a solid business plan demands a feasibility study to ascertain its commercial viability. Finally, a financial plan is something that can make or break your business. Follow the golden rule: be conservative with revenue assumptions and generous with expense estimates.

### **Chapter 18: Quantum Leaps in Business Growth Need Preparedness, Not Just Prospects**

Dreams, grand plans, and ideas do not make success a reality but rather provide a micro review of the company's SWOT (strengths, weaknesses, opportunities, and threats)

analysis. First and foremost, a company must have the ability to cope with the impending needs of its growth. During this buoyant phase, the stakeholders must map the scalability needs. To manage any quantum growth well in advance, it is critical to build appropriate technology capability.

### **Chapter 19: Business Growth and Scalability**

Growth and business scalability are important elements of business sustainability. Over the years, in businesses I built, scalability was always integral to my vision. When I joined EFS, I wanted to build a USD 1 billion company. For this journey, I built and executed my business plans in short-, medium-, and long-term segments. Initially, in the first year, I concentrated on stability and then moved on to transformation within three years to prepare for my quantum leaps. At EFS, from 2010 to 2022, I added more than USD 2 billion worth of contracts from iconic projects in the region.

### **Chapter 20: A Concept of Corporate Governance Emboldens Self-Discipline and Disclosures**

For companies of all shapes and sizes, the basic principles of corporate governance are accountability, transparency, fairness, and responsibility, so it matters to all. Corporate governance is about transparency and the discipline that every organization must maintain with its stakeholders. It is not about shareholders alone but about all employees, clients, bankers, auditors, regulators, and suppliers. Good corporate governance protocols and frameworks ensure outstanding organizational sustainability.

### **Chapter 21: The Role of The Board of Directors, Auditors, and Internal Controls**

When analyzing the root cause of any corporate debacle, it's not fair to focus on the management's actions alone but also to make a holistic review of the firm's "governance ecology," as no outcome can be contemplated without first understanding the structural reasons for the failure. When undertaking a diagnostic review of financial statements, understand the application of the governance policy on the treatment of doubtful or bad debts, compliance with principles of revenue recognition, and potential impairment of receivables.

### **Chapter 22: Technology and Innovation**

Companies must exercise caution when undertaking ambitious technology projects. They must also stay protected from any technology-driven obsolescence. An effective obsolescence management process must be put in place as an integral part of the organization's software and systems

lifecycle management. This entails the upkeep of inventory, databases of the components in use, and how they should be managed through their lifecycle.

The advent of new technologies empowers the day-to-day life of a facility manager. These are revolutionizing operations both in terms of process optimization through the telephony platform and CAFM optimization supported by tool and machine automation.

### Chapter 23: Learning and Development

Besides building HR development systems on performance management for assessment, companies must also invest in dedicated L&D organizations, with in-house faculty who are competent enough to develop and run relevant curriculums. Such setups will also need education management systems that can successfully administer these programs.

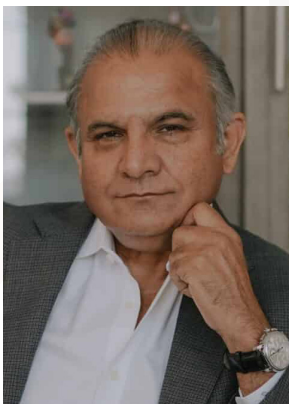
The training must not be deployed as a hopeful motivational boost. Its assessment must be based on the review of an individual's SWOT analysis and the company's desired goals that will be impacted by that employee. The new learning approach must empower individuals and teams to transform their personal and professional goals and not just exist as a ruse to escape the workplace! Employees need to be engaged in upskilling as the next step towards their professional development and not just as a means to ensure job security.

---

## Conclusion: Ready to Build Resilience?

This book is a pure, organic version of my real-life journey. The events and experiences I've recounted here have

significantly shaped my thought processes and helped me articulate my management style, shaping my transformation and the successes many people believe I have achieved. It is my sincerest wish that the experiences I have offered to my readers will make a difference in their lives and the lives of their employees.



**Tariq Chauhan** is an investor, philanthropist, and entrepreneur based in the UAE. As the co-founder & group CEO of EFS Facilities Services Group in Dubai, he has established himself as a prominent figure in the industry. A Harvard alumnus, he was recently named one of the most powerful businessmen in the UAE by Forbes in 2021. Additionally, Tariq holds key roles on the boards of UAE- India Business Council (UIBC) – UAE Chapter and Emerge Workforce Development Edtech Advisory.

***Getting to Resilient Mode: Finding the Path to Success Even When the Odds Are Stacked Against You*** by Tariq Chauhan ©2023 by Tariq Chauhan. Summarized by permission of the publisher, Forbes Books. ISBN 979-8887501291. Published by Soundview Executive Book Summaries®. Copyright © 2024 Soundview, Inc. All rights reserved. Reproduction in whole or in part is prohibited. For permissions and reprints, please contact [service@summary.com](mailto:service@summary.com). 46SS02D