

APAC 2026



Building And Leading from Zero

PRESENTED BY: Vahe Martirosyan
v.martirosyan@gurus.am

AGENDA

AGENDA

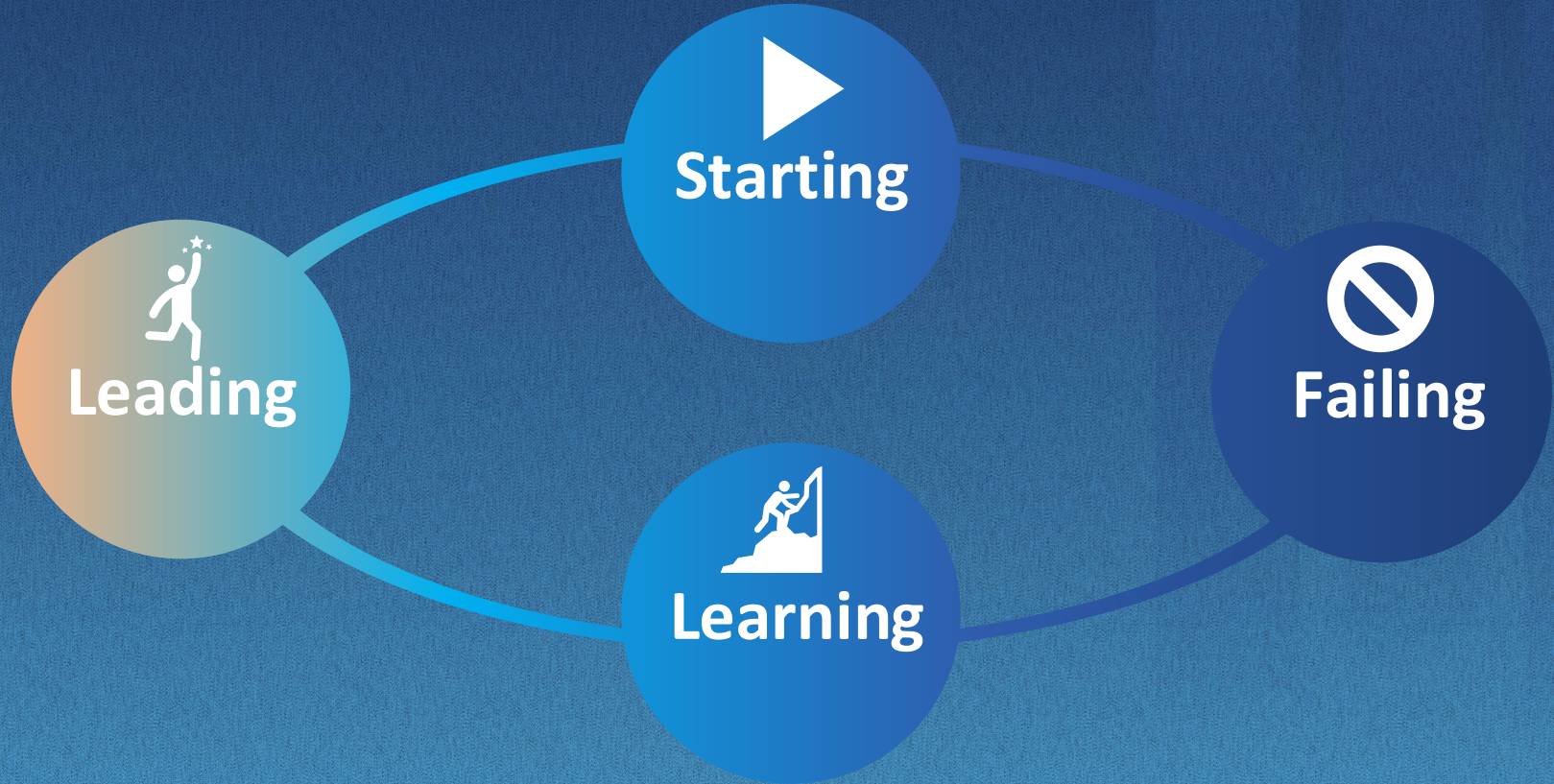
**Before
Zero:
Starting**

**Motivation,
Pressure,
Comfort
Zone**

**What
Leadership
Really Is**

**Time and
“After”**

Building and Leading from Zero



Building and Leading from Zero



Starting

Building and Leading from Zero



Failing

Building and Leading from Zero

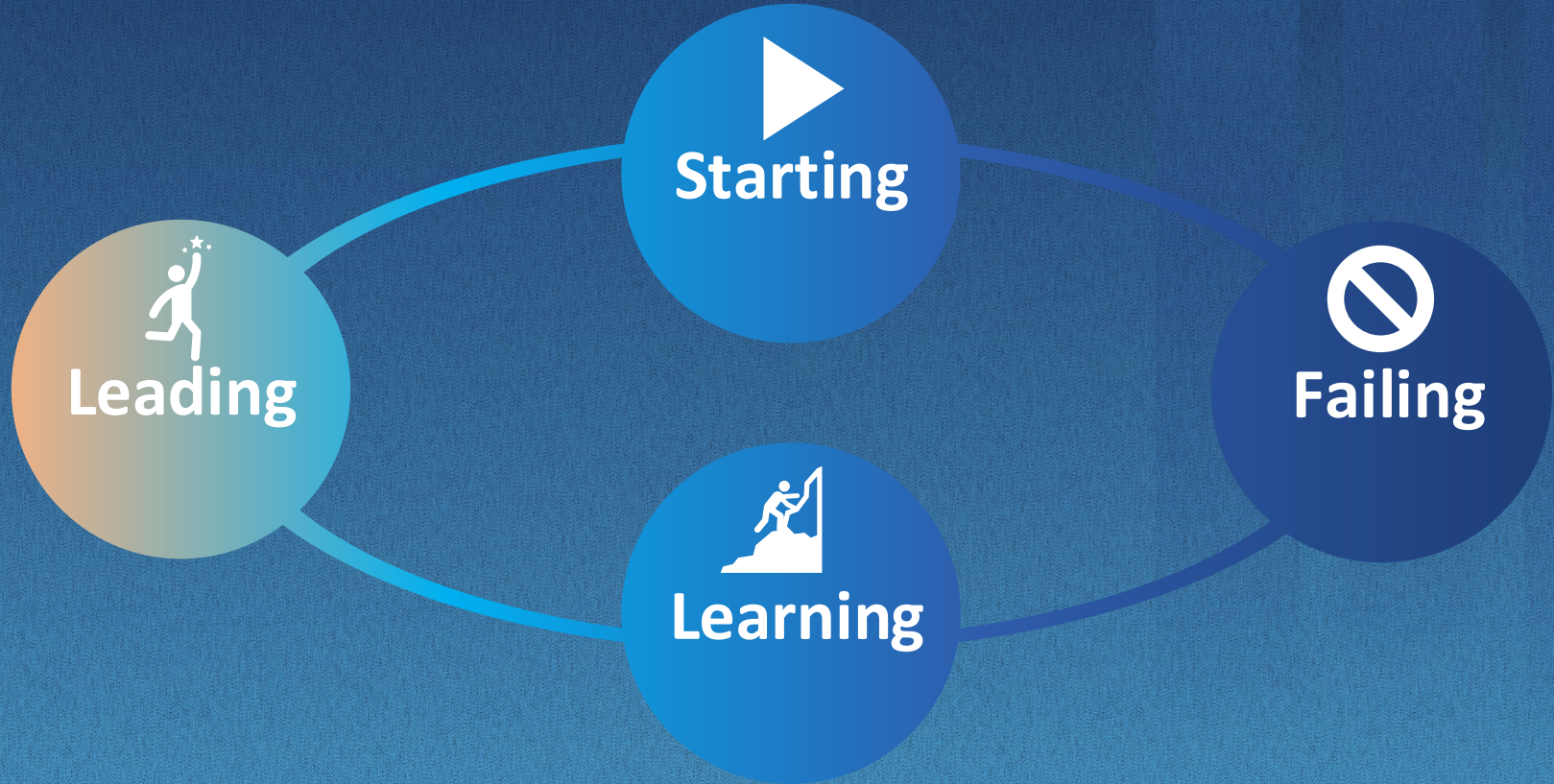


Learning

Building and Leading from Zero

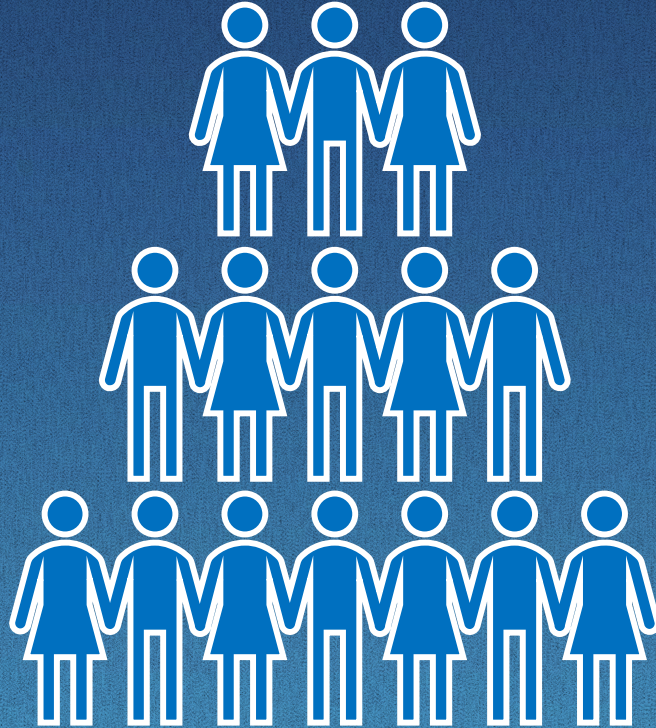


Building and Leading from Zero



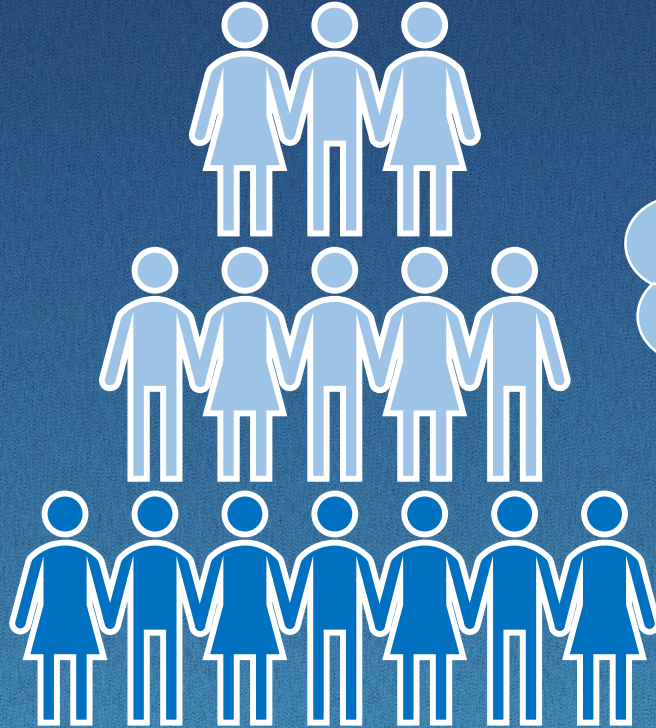
Before Zero: Starting

People who
have plans



Before Zero: Starting

People who
have plans



People who
talk about
plans

Before Zero: Starting

People who
START

People who
have plans

People who
talk about
plans



Before Zero: Starting



Leadership does not begin with **COMFORT**.
Leadership begins with **ACTION**.

Starting is **obvious**.

And at the same time, it is the most **hidden KEY TO SUCCESS**.



Building and Leading from Zero



Talkers, Wishes and Illusions

- **Wishes** do not create outcomes. Only **behavior** does.
- **No one** will come and do the work for you

Building and Leading from Zero



Drama vs Responsibility

- People love drama.
- Most business books sell successful stories.
“I tried, I failed, and now I am homeless.”
- Leadership is **storytelling** responsibility.

Building and Leading from Zero



Risk has a Price

- *“Risk leads to success”* this is only half the truth
- **Responsibility** changes how risk must be taken
- **Not fear**, but **maturity**

Building and Leading from Zero

Motivation, Pressure and the Comfort Zone

- When you are hungry — for **survival**, for progress, for **relevance** — motivation comes naturally. Pressure sharpens **focus**. It forces **action**.
- But when **comfort** arrives, motivation rarely stays on its own. Comfort **relaxes** urgency. It **reduces** tension. And over time, it **softens** the edge that once drove performance.

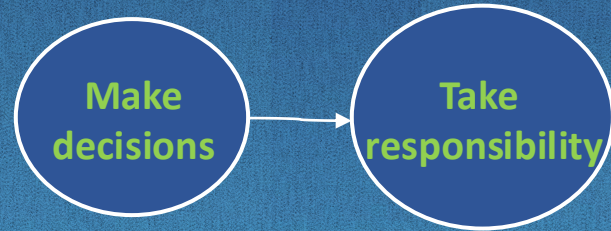
Mike Tyson

Motivation, Pressure and The Comfort Zone



If you want to **lead like a fighter**, there is **no permanent place for a comfort zone**.

- Leadership Phase 1: *Painful learning*
- Most founders do not come from business/management backgrounds



Motivation, Pressure and The Comfort Zone



If you want to **lead like a fighter**, there is **no permanent place for a comfort zone**.

- Leadership Phase 1: *Painful learning*
- Most founders do not come from business/management backgrounds

Emotional Leadership



Classical Leadership

Noise, Gossip and Resistance

- As success grows, noise grows with it.
- Gossip becomes **background music**. The **bigger** the success, the **louder** the background.

SUCCESS

NOISE

Noise, Gossip and Resistance

SUCCESS

NOISE

**A leader doesn't waste time
to silence noise**

What Leadership Really Is



Make correct decisions

Deliver successful projects

Lead people in the right direction

Create opportunities for development

Solve problems before they grow

What Leadership Really Is



Make correct decisions

Deliver successful projects

Lead people in the right direction

Create opportunities for development

Solve problems before they grow

What Leadership Really Is



Make correct decisions

Deliver successful projects

Lead people in the right direction

Create opportunities for development

Solve problems before they grow

What Leadership Really Is



Make correct decisions

Deliver successful projects

Lead people in the right direction

Create opportunities for development

Solve problems before they grow

What Leadership Really Is



Make correct decisions

Deliver successful projects

Lead people in the right direction

Create opportunities for development

Solve problems before they grow

What Leadership Really Is



Make correct decisions

Deliver successful projects

Lead people in the right direction

Create opportunities for development

Solve problems before they grow

What Leadership Really Is

Strength

Clarity

A leader needs

Responsibility

Confidence that Comes after Mastery

➤ Leadership Phase 2: *Win your mind*

~100 specialists and 4 branches

Confidence stops being **emotional**. It becomes **structural**

Fear disappears, because **you have mastered yourself** in what you do

*“Once you deeply understand how value is created, money itself is no longer the source of security. **Knowledge, systems, and execution** are.”*

Elon Mask



Time and “After”



In leadership the first thing we sell is **TIME**.

Growth?

Leadership?



Expertise?

Time and “After”

01

Learning



02

Integrity



03

Relationships



Leadership



04

Responsibility

Time and “After”

*“Leadership is a **responsibility**
repeated **every day**”*

Q&A

GU^{RU}S

THANK YOU