

*INTRODUCTION*

**FROM TRAINEE TO CEO**

My unlikely career in real estate / 7

1

**NO SET PATH**

How I laid the foundation for my career by being self-employed / 21

2

**FATHERLY MENTOR, RESTLESS DRIVER**

My tense relationship with founder Christian Völkers / 49

3

**WITH COURAGE AND PERSEVERANCE**

How I managed to break America and other property markets / 71

4

**PEOPLE FOLLOW PEOPLE**

Why leaders should invest in relationships above all else / 95

5

**PERSONALITY AS THE MOST IMPORTANT RECRUITMENT CRITERION**

How I dared to try something new and relied on hires from outside the industry / 119

6

## **SETTING THE RIGHT GOALS**

How to stay true to yourself and sharpen your profile / 135

7

## **MISTAKES HAPPEN EVERY DAY**

Misjudgements that have helped me progress as a manager / 153

8

## **SPECIAL LIFESTYLE AS A PERFORMANCE CULTURE**

The environment that allows cohesion to grow within a company / 163

9

## **TAX INVESTIGATION, SEPARATION AND OTHER CHALLENGES**

How I managed to overcome crises and withstand the pressure / 177

10

## **COVID, MISTRUST AND RECORD SALES**

My bittersweet farewell to Engel & Völkers / 195

*ACKNOWLEDGEMENTS / 205*

*ABOUT THE AUTHOR / 209*