

# Leadership Intelligence in an up and coming Economy

*By Arthur F. Carmazzi*

*Principal founder of the Directive Communication discipline*

As I looked out over the streets of Ho Chi Minh city, I saw the herds of motorcyclists moving in an out, reacting to one another and to the cars and trucks that peppered the masses. Each was trying to get to their destination and each being hindered through the chaos. I thought of many of the organizations I have worked with and thought how similar employees, leaders and managers react to each other. While the organization may have a unified direction, many seem to be reacting to the masses while heading for their own destination. Thus the organization is hindered in achieving its goals and the individuals are frustrated because of the “reactiveness” of the environment. People are defiantly moving, but where are they going?

To create unity of direction, higher productivity, less stress, and greater fulfillment in the job, Leaders must influence their people beyond skill to the very core of their human needs and values. For an organization to have a unified direction, there must be an alignment with the desires of the individual and the vision of the organization. People need not just to do their job, but to become a self actualizing, innovative part of the organization and its vision. This task falls on the leaders to initiate but is hardly easy when each person has their own agenda. It also creates additional stress on both leaders and subordinates who may see new initiatives as “rocking the boat”, “a waist of time”, or just “more unnecessary work”.

The authoritative hierarchical corporate culture that has traditionally been based on seniority is successful in getting people to take action in their jobs. The question is “How effective is that action?” It’s not surprising that recent surveys have shown that 6 out of every 7 people dislike going to work. Not because they hate their jobs. In fact many enjoy what they do, but there is something about their work or environment that doesn’t fulfill their needs, and it’s not just about money.

If we feel good about work, if our fulfillment goes beyond the need for having a secure job, then we can be more enthusiastic, more willing to go the extra mile, and more innovative and productive. To positively influence the corporate cultures we exist in, we must align the values of our employees with the values of our organization. We must create an environment that fills the psychological needs of the individual through the attainment of the corporate vision. We must cultivate our employees to direct the emotions and attitudes of their peers. And we must nurture our leaders multiply their strength through contribution and not significance.

Leadership Intelligence guides people through psychology and deals with cultivating the best characteristics and attitudes in each individual to create empowered teams, then replicate those attitudes throughout the organization. Only through awareness of the human condition and *culture management*, can leaders have the influence necessary to accomplish this task

Through Leadership Intelligence, organizations can create an environment that directs our vulnerability to emotions in a positive and personally fulfilling way. Because no matter what changes around us, the one thing that remains constant is that we still live in the human condition and act and react to the stimulus around us. So as leaders we can choose to direct it or, leave it to chance, which would you prefer?

The science of Directive Communication™ (DC) is the newest breakthrough in the psychology of organizational peak performance and productivity designed to deliver the emotional, mental and physical tools that will make the difference in the alignment of individual and organization. It is a foundation for relationship enrichment and how it relates to the brand promise of an organization, its productivity, leadership, sales/marketing, and customer service. It is the combination of weapons that we need to revolutionize the way we think and feel about ourselves and others in a work and personal environment. The approach uses combinations of persuasive psychology, the genetics of brain processing and its relationship to competency and emotion, verbal and nonverbal communication, and strategies from US Special Forces PSYOPS to create a chain reaction change within an organization.



Currently many Asian companies try to attain more productivity and profitability by training skills without the psychological foundations for their employees to excel in those skills. Teaching skills without psychology is like growing a tree with no water. Imagine skills as seeds and soil. These remain motionless until they are watered and transform with the help of the sun (its environment). DC is the water that primes the psychology, and helps the tree (competence and passion) grow into an environment that has more sun (a fulfilling and productive corporate culture). According to a Stanford University study, skills only represent 14% to 22% of what makes a top achiever in an organization, the rest is attitude and the individual's psychology. A leader versed in DC is armed with the tools to direct this psychology.

To create change in attitudes in your organization, you have to begin by shifting the personal beliefs of the core group in the organization. To literally align an individual's personal identity and self serving ideals with what the organization is promising to its customers or stakeholders. This starts with awareness. By becoming aware of what triggers our nonproductive emotional patterns like frustration, anger, dissent, or helplessness, and by reflecting upon what our strengths and weaknesses are at the core of our genetic and psychological makeup, we have a good foundation to maximize our human potential in our professional and personal lives.

But for revolutionizing an organization through leadership intelligence, the individual is only the beginning. That individual must be able to *communicate and influence* others within the organization and must know how to work the environment to create change.

The number one reason for lack of productivity is the fact that we are constantly reacting to their superior, peers, and subordinates. We react to policies and customers; we react to the economy and the work conditions. We react to things that happened at home or with a loved one. When we react, we are using our reptilian brain (*which is not very intelligent*) instead of our cognitive (*Reasoning*) brain. To act and lead intelligently we must have a greater "Circle of Tolerance" (*threshold before one reacts to something*). This is the primary factor of the quality of communication within and between departments, and the frustration when dealing with individuals who have a different "Mental Language" than we do. It is a human tendency to overlook the fact that the same words or actions have completely different meanings to each person because we perceive the world around us through our own beliefs of what it, and others in it should be. The principal way to increase our Circle of Tolerance, is to cultivate a greater awareness of our own mental language and why we and others react to each other.

According to the DC discipline, the way we think is represented by *colored glasses* that we wear. Imagine if you wore glasses that were tinted green. As you look at everyone else who was also wearing glasses, their glasses would also appear to be a shade of green regardless of what color they're were really wearing. As a leader, if you were able to remove your glasses, and see the different colors, the ways that others think while knowing your own color and brain processing system, your mental flexibility, and ability to interact with and influence others, would be dramatically impacted.

Imagine your brain as a computer processor, some may have a PC processor, others may have a Mac processor. Each of these processors can run similar applications such as Microsoft Excel or Adobe Photoshop, and while these have the same function and similar appearance, each requires different software to do so and each runs them differently. For example, a PC will run Excel in a very direct and speedy manner, but will run Photoshop in a slower and roundabout way. The Mac on the other hand is just the opposite. But, if you try to run Excel for Mac on your PC, it won't work and vice versa. Our brains act in a similar way. If you are a green brain (random, interactive processing) trying to do a red brain (linear objective processing) function, you will have a great deal of difficulty doing it in the same way that a red brain person does. It then becomes essential for getting your red brain outcome to do it in a green brain way.

Traditionally, the problem has been those red brain outcomes (for example) have been taught by red brained people. So green, blue and purple (the other colors represented in DC) brained people usually have to work harder to achieve the same results, and then the results are often not as good as those red brained people that hardly worked at it at all. But, if a green brained person has awareness of a being green brained, this allows him the ability to use his natural green talent.

To get specific information on the colored brain processing characteristics, email to: **info@carmazzi.net**

Throughout your life you may have naturally found ways to do this through trial and error. This has developed your brain flexibility. Yet you may still be struggling with being more creative or being more analytical or more systematic or more sensitive to others... etc. Here is where awareness sets precedent to effortlessly accelerate the process. For example if you are processing as a green brain, it is unnatural to analyze something without taking action toward it, yet many situations require a red brained linear and more analytical process. Rather than sitting down and impatiently attempt analysis (like everyone says you should), you would take a hands on active approach to it like talking to others that may have similar experience and doing small scale tests of a larger project. This approach would be much easier to interpret by a green brain and your analysis would be more accurate than trying to do it in a red brain way.

A leader armed with this acuity can not only maximize the abilities of others and help them to achieve greater results, but improve his own leadership competencies.

Directive Communication™ colored brain technology can be used to determine core genetic competencies as well as environmentally attained “Brain Flexibility” through the CBCI (*colored brain communication inventory*) tool. This foundation of understanding is used by leaders to motivate staff by more easily satisfying each individuals core needs including security, significance, growth, and connection. But this is not enough. To enroll others to the cause of creating an environment where people are “acting” intelligently instead of “reacting” to the environment, we must also understand how each people fill their basic human needs in a work and personal environment. Then and only then can we truly maximize innovation and productivity while building the foundations that will revolutionize our organization. At the heart of this motivation, of any action or lack of action is the meaning we associate to these eight basic human needs.

The ability to inspire others to act from their own heart stems from how we and our environments can fill the eight emotional needs. When people act because they believe in something, they are acting from passion which is far more powerful than acting from obligation.

Every decision you make and every action you take can be linked to at least one of eight human needs. These needs drive your motivation and greatly affect the emotions you have toward anything. These needs and the importance you rank them in will determine

parts of your “personality”, they have been influenced by the way your brain processes information (brain color), the culture you grew up in, the friends you’ve had, your family and your experience. Studies have shown that the genetic makeup of your brain will also have an effect on which needs you would rank over others.

While any of these needs will give us a certain amount of drive, the more needs that a particular action or inaction fulfills, the more pleasure we get from it and the more it becomes addictive. So if, lets say, your job fulfills the needs of security, diversity, achievement, excellence, recognition and growth, you would really love your job. On the other hand if it only met your need for security, you would likely get up every morning and try to find a reason why you shouldn’t go to work. As a leader, if you look at subordinates’ actions from a perspective of the brain color and their needs, their behavior, and how to direct it, become extremely clear.

The problem is that we do not always fill these needs in a positive way. For example, in order to fill the need for belonging; people sometimes have a problem saying “No” when they know they don’t really have time for the request. Or some may put others down in order to make themselves feel more significant. While we will never really be free of this, the awareness of it will make a huge difference in the way we make important decisions. Self awareness of these needs is just as important to a leader as being able to perceive them on others. For example if a leader knows that recognition/significance is one of his top 3 ranked needs, the next time he is in process of making a decision, he will ask questions like “What need am I trying to fulfill” and if significance is suspected “Is this really in line with being a good leader, or am I just trying to get a quick fix of Significance?”. The answer will gage which is the better leadership decision.

### **The Eight basic needs**

- **Belonging/Love**  
*Connection from being with others, or sense with self*
- **Security/Control**  
*Knowing what will happen, having security in our lives*
- **Diversity/Change**  
*Wanting a surprise, having variety and adventure*
- **Recognition/Significance**  
*Having others pay attention to us, feeling important*
- **Achievement**  
*The need to succeed in our plans, completion*
- **Growth**  
*The opportunity to achieve and to grow*
- **Excellence**  
*Self-satisfaction and pride in the things we do*
- **Responsibility/Contribution**  
*The need to give to others*

The eight human needs are in essence emotional triggers. What we do and enjoy in life is the result of one or more of these needs being fulfilled. Any one of these needs can give us a certain amount of motivation, but the more needs that a particular task fulfills, the more motivated we are to take action.

In the context of Leadership Intelligence, (DC) applications of the colored brain and the eight needs start with the leader's awareness and implementation within specific groups of key influencers within the organization. These create micro-cultures that in turn replicate to the rest of the organization.

*Replication* is the essence of revolution, and revolution is the result of Leadership Intelligence. Change takes place when the core group has internalized these "Directive Communication™" concepts and applies them with others to increase their personal fulfillment at work. Once this has happened, leaders train the key influencers (core group) in the US Special Forces "Force Multiplication" tactics. *This has allowed US A-teams to go into countries, find those who are dissatisfied with the current system of government, get them passionate about a cause, train them in psychological and guerrilla warfare, and create a revolution from within the country within 6 months.* The corporate revolution follows the same premise to create a more productive, more fulfilling workplace. From the core group, individuals create "Colored Brain" A-teams incorporating different organizational hierarchies (i.e. management, supervisors, front line, and support). This team will find better solutions to productivity obstructions and cross relate to most people in the organization. The team then becomes the strike force that ignites the revolution from within, they are the force for the good of the organization. They gain a strong sense of purpose because they are fighting to fulfill their own needs, not just doing the job. They are armed with the psychological weapons of progress and their own emotional levers to give strength and fortitude whenever needed.

With greater awareness and through experiential methods, people within an organization change their perceptions of what work really represents to their lives. A leader catalyzes and manages the replication of this change. For example: a senior manager in a Singaporean organization came up with the following personal new associations to his eight human needs after a Directive Communication™ based Leadership course.

- **Control** over the change process gives a deeper sense of security instead of sitting back and waiting to see what happens, and then complaining about it.
- **Belonging** is found in groups and their support, and in my own efforts to make a difference in the lives of others.
- **Recognition** may not always come from superiors but from those inside and outside the group for my efforts to work with everyone well, and the results we achieve as a team.

- **Diversity** comes from creating an attitude to find new ways of dealing with old issues and play a part in creating a constantly improving environment that is exciting to everyone that is in it.
- **Achievement** comes from the results of progress and the personal success of moving forward. Every problem is an opportunity to achieve.
- **Growth** comes from the ability to do something meaningful that makes me grow personally
- **Excellence** comes from proving a point that I can do it, that I can take control
- **Responsibility** comes from helping others in the organization to get a better life at work.

These personal reflections are much like the revolutionary that seeks to create change from within so as to affect what happens externally. The revolutionaries then create cells of their own across different hierarchies of the organization; they are the leaders that will help others to lead. The revolution then spreads at multiple levels of the organization, not just from the top (a common mistake because of the difficulties in Buy-in), and the ownership of change is spread throughout the people. When there is ownership, there is long-term commitment, when there is commitment there is enthusiasm, when there is enthusiasm, there is a sense of fulfillment in what we do, and when we are fulfilled, we are more innovative and productive. We are then, living and performing at our peak.

To lead change, remember that every revolution starts from the People. To affect the People we must lead intelligently and not reactively. We must develop our Leadership Intelligence.

Directive Communication™ is the trademark and servicemark of Arthur F. Carmazzi Group of Companies. Usage of the term “Directive Communication™” has been licensed by the founder. Directive Communication™ is accredited by the *American Institute of Business Psychology*.