

Revolutionary Leadership in Today's Economy

By Arthur F. Carmazzi

Principal founder of the Directive Communication discipline

Part I *in a series of 3 parts*

Today's leadership is far more complex than just ten years ago. Customers' expectations have risen, and with higher expectations come the need for organizations to meet those expectations. Thus, leaders now have a greater responsibility to perform and to manage higher levels of performance. Organizations need to not only promise, but to deliver greater service, more innovative products, and better quality. Leaders must influence their people beyond skill to the very core of their human needs and values in order to be a part of that promise. For an organization to deliver on their promises (their brand), their people must live the values that the organization expresses in their marketing and branding. People need not just to do their job, but to become a self actualizing, innovative part of the organization and its promise. This task falls on the leaders to accomplish but is hardly easy when each person has their own agenda. It also creates additional stress on both leaders and subordinates whose results are no longer just based on getting the job done, but in being a certain way when doing it.

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 mission. 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.

The revolutionary leadership stance is one that 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.

Continued from page 1

Only through revolutionizing our organizations can we 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 direct it or we can 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 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 and internal communication, and strategies from US Special Forces PSYOPS to create a chain reaction change within an organization.

Currently many Asian companies assume that more seniority means more experience and therefore more competence. They 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 the sunlight (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.

Continued from page 2

But for revolutionizing an organization, the individual is only the beginning. That individual must be able to *communicate and influence* others within the organization.

The number one reasons for lack of productivity are the lack of communication 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 other in it should be.

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 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.

Continued from page 3

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 a fulfilling environment to maximize innovation and productivity, we must also understand how each people fill their basic human needs in a work and personal environment. Then and only then can we build the army that will revolutionize our organization. And the heart of this motivation, of any action or lack of action is the meaning we associate to these eight basic human needs, but we will leave that for part 2 of this article.

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*.



Arthur F. Carmazzi is the principle founder of the “Directive Communication™” discipline, the author of “Identity Intelligence” and co-author of best seller “The 6 Dimensions of Top Achievers”.

As the former Regional Director for the Grail Corporation (Asia), a US based consulting firm, he discovered that having skills and strategy were not enough to really change the course of an organization. And even when consulting strategies were put in place, they just took too long to really make the difference. So using his background in

Psychology, he was able to make distinctions and designed strategies that **created lighting fast attitude changes** within the staff of multinational organizations creating additional revenue increases of up to almost \$1,200,000 that were directly related applications Directive Communication™.

He has worked around Asia with multinationals like Nestle, Citibank, Guinness, Bloomberg, Bayer, Samsung, John Hancock Life Assurance, ExxonMobil, the United Nations... and the list goes on. His work has made a difference service quality for the Singapore and Malaysian Governments and has delivered to Malaysian Royalty.

He’s regularly sought after as a guest on talk shows and radio throughout China and Southeast Asia, and was written up as “One of Asia’s best business speakers” by the Singapore Straits Times.

You can find out more about Arthur F. Carmazzi at www.carmazzi.net