

Revolutionary Leadership in Today's Economy

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Part II

Emotional Drivers and Replication

In a revolution, a leader's greatest weapon is the ability to inspire others to act from their own heart. When people act because they believe in something, they are acting from passion which is far more powerful than acting from obligation.

Understanding the color of a person's brain (as described in part 1 of this article) is the foundation for the awareness and communication that motivate and institute productivity. This is the mental component of the complex matrix of leadership psychology. The emotional component has its foundation in the eight basic human needs.

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, let's 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 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 gauge 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
- **Challenge/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 Revolutionary Leadership, (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 takes place when the core group has internalized the "Directive Communication™" concepts and applies them with others to increase their personal fulfillment at work.

Once this has happened, leaders train the organizations 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 itself. 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 replicates this change.



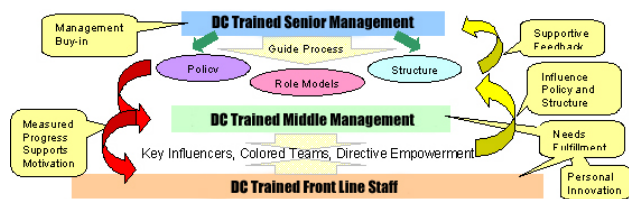
An Arthur F. Carmazzi Leadership Program in China

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.

When an individuals needs are aligned with the organizations mission, individuals internalize the belief that “being” a certain way on the job fulfills their personal needs of who they want to become as a people.

The greatest leaders are those who understand the emotional needs of others and are willing find alternative ways to fulfill their own needs in order to exalt others. They are the leaders that help others to lead and bring organizations to greatness.



Systematic Directive Communication Approach

When a leader gives up his significance, he allows others to feel it. When others feel that they are significant in the process of revolution, the concept of “buy-in” is no longer an issue.

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.

For more information on the detailed 6 step process for Transformational Change, contact info@carmazzi.net

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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, ERA Realtors, 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