



## White Paper:

### Creating Leadership Not Management

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### Abstract

The analysis of the human driving forces shows that the intrinsic education and practice of management is often in opposition to the very things which motivate people in a fulfilling manner. When looking at the greatest leaders in human history, we find that they have been so because they were successfully able to align with the base human motivational forces that make us desire to excel. Anyone in the business world looking for a solution to the stalemate they are experiencing by a seemingly unfulfilled, discontent, and growingly commoditized workforce will have interest in the solutions offered herein. Whether you are an employee, corporate management, a politician, or an educator; if you have questioned why we see cultural divides between differently aged demographics within the work force; or discord between management and the workforce, this white paper will provide an awakening insight.

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Over the many years I have spent both as management or consulting to executive management, my uneasy feelings would increase with every level of corporate ladder I climbed. After some time reflecting, I have come to realize this is due to the direction of the objectives of the management world in general. I would classify my efforts over this last 15 years or so as becoming increasingly more destructive to the average person in the organizations that were benefactors of my efforts. Over that time I felt something which seemed to be felt by everyone; it is the reason for loss of loyalty of employees, the high turnover of talent, and the commoditization of employees in general. We all see the work force heading in a direction which we feel is counter to our needs for stability as a human being.

We blame it on many things; greed in the corporate world, outsourcing to foreign economies, increases in productivity from new technology, or insensitive corporate executives. However the larger picture has yet eluded us. We have entered a phase of business management where the intrinsic knowledge in executive management is in fact how to manage. With increase of stimuli and the bombardment of communications in the world, keeping up is the only thing we can do; we direct and re-direct the flows of tasks and arrange and create patterns of the flows of inputs; however we are still constantly provided more than we can cognitively compartmentalize.

Let's define the problem a bit further by looking at my personal objects for the organizations I have worked for over the last few years. My objectives have increasingly followed the pattern of analyzing a business's infrastructure for ways to improve:

- Combine redundant processes
- Optimize and streamline workflows
- Determine ways to squeeze productivity

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- Evaluate ways to reduce staff
- Locate places where cost could be cut
- Push more focused mindsets on employees
- Shorten visibility of employees to commoditize workforce

When I look at this list I realize why I felt miserable in these work environments. My objectives were to find ways to achieve things for the organization which were in opposition to the enjoyment of the average individual in those organizations. There was always anxiety because management around meant forcing them to do more, work harder, have less, be less value to the organization, and possibly end up unemployed. We were all working ourselves toward less.

My thoughts on how to address this problem turn towards a re-evaluation of the human motivational and driving forces. An individual working for themselves often spends 12+ hour days and is as productive in one hour as many employees are in a 3 hour period. This might show that the motivational system for people is in the reward, except that many entrepreneurs are not looking for the monetary reward. In fact the ones that receive monetary reward do so only after enjoying what they did for free or for very little reward. They then found a way to monetize their work after many failed attempts, and usually in a manner that was not the initial plan they had in mind. So the driving force of humans is not primarily the reward but the enjoyment of what we do.

Looking back at my list of objectives above, there is no emphasis for enjoyment in any of the management focuses that I was increasingly involved with. In fact, closed door meetings of any management were rightfully assessed as negative to the employee workforce. We have been in an age of management which is about optimization, but the continuation of these activities is leading us in a direction opposite to the driving forces of the individuals which make up our workforce.

### **Exploring Human Driving Forces**

What have the Greats done in order to make people enjoy and follow their leadership? In the modern age we vilify conquest; any country wishing to expand their borders is met by the opposition of the entire world. Progressive companies are well adopted, up until they reach a size where they are viewed as a large power, then public opinion changes. Our offspring are taught to share, and give everyone their fair share. But throughout human history the Greats have gone on conquest, and everyone flocked to their efforts. Countless people have given up everything they had, sometimes even their lives, in order to be a part of those conquests. What do we need to know about human nature to explain this?

Humans have several driving forces that are nearly involuntary that affect us on a biological level. The desire to reproduce is one of these. This built-in, nearly uncontrollable drive is what has driven us to populate the Earth. Another one of these biological driving forces, which is just as strong as our reproductive urges, is our attraction to acceleration. We are entranced by things which we perceive to be gaining in any way. This includes people, organizations, and causes which are improving and expanding.

Attraction to growth and acceleration has served us well, as the people attracted to such causes benefited and gained along with those causes; and were better able to provide for their offspring. The people with this biological attraction would more successfully be able to breed and pass along their biological makeup including the attraction to acceleration. People who were not as attracted to acceleration would have had less resource gathering capabilities, bred less effectively, less often passed along their biological makeup, and by this line of reasoning, are not on this planet in any great numbers today.

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In early human history, the most effective leaders attracted people to growth on a massive scale. When Augustus Caesar took leadership of Rome it was already a functioning empire, but had fallen to internal turmoil. Rome had everything that showed it as an empire, armies, land, and organized government; but the existing threats were to stability. The people already involved with the empire did not have any reason to continue to do so. Each territory was in the process of contemplating a governmental restructuring to self-rule; but Augustus brought something else. He established an era of acceleration.

The Pax Romana, the peaceful period which lasted for 200 years, focused on building roads, aqueducts, and advancing knowledge engineering and arts. What was this doing? Augustus gave his people something to feel accomplished about; accelerating with each new area of growth. Aiding in the human motivational factors and removing the feeling that things were reclining. He focused his efforts on keeping the mob employed in order to keep them off the streets. People felt busy, fulfilled, that things would be better, and resources would be more abundant in the future. They felt acceleration and were attracted to participate.

Napoleon Bonaparte, born a foreigner to the country he would later expand in all ways, constantly maintained the mindset of including other cultures outside of the one central to his rule. With every campaign that grew the French Republic, he included the newly added people as citizens with the same rights as French born; empowering each population to share the acceleration of his cause. What made this possible was the ability to involve more people with each campaign, giving individuals a feeling of empowerment which they did not have under monarchic rule.

We often focus on the wars which signify the expansion of power, but forget that if the people in the newly expanded territories were not included and given self-empowerment, the growth of those empires did not continue to propagate. The skill Napoleon had was in using the empowerment of the

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French revolution to better fulfil the human needs of each newly annexed population. He provided them purpose, a reason to unify and think about things that would move them in a positive direction.

A more recent example can be found in the life of Steve Jobs. Everything he has done can be signified as empowering people. He grew the number of people involved with each phase of what he accomplished in life. There are no wars in this example, only the practice of acceleration and creating purpose for others. Every effort undertaken by Mr. Jobs empowered more people to become connected with the computing age. He created more and more communities, interconnecting them with like purpose. By creating a growth environment in which there was less fear of reduction, he limited the many of the things which cause human discomfort.

In examining the timeline of achievement in the life of Mr. Jobs, we can look at each major accomplishment attributed to him and map the growth of individuals engaged with the efforts.

—1977. Apple releases the Apple Two, which becomes the first widely-used personal computer in the world. This grows the initial market and positions Apple as one of several vendors of computing products at the time.

—1983. Apple announces the first computer to be controlled using a MOUSE. This enables the engagement of non-technical people allowing many orders of magnitude more people to use computers than models prior.

—1986. Jobs buys Pixar Animation Studios; involving an entire new industry of visual media which engaged an entire industry previously centered in the world of physical film, transitioning a new industry to computer generated imagery.

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—1995 Pixar releases Toy Story. This engages an entire generation of people engaging and becoming aware of computing long before they would be viable customers of electronic devices.

This is possibly the largest example of raising a new generation of future customers.

—1998. Apple releases the iMac. It becomes the fastest-selling personal computer ever; continuing the effort to bring more demographics of users to the computing age. This stage was followed by engaging the consumer market with trendy, ergonomically attractive designs.

—2001 They release OSX which joined yet another needed demographic of people to the Apple brand. The UNIX community adoption brought the technical expertise and educated recommendations to the apple products.

—2001. Apple introduces their first retail store and releases the iPod. This release included the extremely large demographic of music listeners as well as gave the apple brand a physical presence to the countless people who could now have a physical experience to ground their psychological connection to the brand.

—2003. Apple launches the iTunes music store. This brings the entire, creative content industry into the apple brand; making bounds again to include this exceptionally large possible customer base.

—2007. Apple introduces the iPhone, this opens up another group of people to become involved with the computing age, including everyone who verbally communicates. Between the iPhone and the next invention the iPad an entire generation of mobile, computing, and convenience-user applications expanded the possible involvement of people into an exponential growth rate.



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—2010. Apple introduces the iPad which connected the possibility of an extremely non-technical audience using very interactive personal devices. Bringing another extremely large group of people to rely on the Apple brand of products.

In the corporate environment, Apple did not have a culture where people were continuously in worry of losing what they had gained the year before. During the brief period when Jobs was not leading the company, Apple turned away from the focus of engaging more people with each phase. We all saw what happened as Apple declined nearly to collapse over the same 10 year period.

Jobs constantly maintained a focus of including more people with every phase just like Augustus Cesar, and Napoleon Bonaparte. Apple built a purpose and developed the human desire to contribute, many people doing so even without being on their payroll. Countless communities of users, developers, and even consumers lived and died committed to this organization and its products, which became an extension of the accelerating feeling.

### **Acceleration and Success**

Many organizations have found that growth is the key to success and that success attracts more people which bring yet more success and more growth. So then we only need to have continuous growth in order to have this effect right? This is more easily said than done. Since acceleration and growth basically go hand in hand, how would someone set out to design acceleration into an organization? What do our managers need to do to reproduce what the greatest leaders in history have done?

Earlier we pointed out the typical things which are used to blame corporate environments for falling short; things like greed in the corporate world, outsourcing to foreign economies, increases in productivity from new technology, and insensitive corporate executives. However, if we look at the

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great leaders who have set the largest acceleration in history, they have all been extremely wealthy, included foreign economies on a large scale, and introduced revolutionary technologies. Many are also described as brutal in many ways; driving people by exhibiting what many would consider insensitive behavior. But we have loved these leaders.

We love them because they meet the needs of the people involved by creating an environment which supports peoples' individual driving forces. What do these leaders exhibit to achieve this?

- Have a strong vision
- Lay out a step-by-step path
- Inspire using the strongest human biological trigger
- Reduce discomfort in the work environment

Can we, as leaders, simply become exceptional orators and proclaim our vision in front of our employees on a repeated basis until they become a self-fulfilling prophecy? Does it work to will acceleration into existence, or do we have to have a process to put it into action? Can a person gain the traits of a great leader, or are they a gift that only a chosen few possess?

We all can be great leaders; however we need to stop thinking like manager and begin leading. We need to do so from the highest levels of the organization, and we need to train the next generation how to continue the processes needed to enable great empowerment. We need to first learn how to set up acceleration in our own lives. It is necessary to take our pilgrimage of self-knowledge and break away from the organization, task assignment, and optimization mindsets that constrict us to managing instead of leading. Discovering what drives us as human beings is imperative in order to design these driving forces in our organizations. We need to learn leadership and cease the propagation of management.

### **Creating Leadership and Acceleration**

Leadership is not a set of management skills, but the innate quality that people see in an individual which displays that an individual has the ability to grow themselves and take others along with them. The most effective few have learned how to create acceleration in themselves; and also for their entire organization, industries, countries, or continents. At first glance this seems to be a core competency that they just seem to possess; however, when you look closer you will find that the people closest to them have picked up the trends and patterns that continue their efforts after they're gone. Leadership is teachable and trainable.

Firstly, we need to enable the strongest human biological trigger as the primary focus of every effort we pursue. Every decision made by the organization should consider the question; "how do I create acceleration?" Every great leader has shown that this can be started without monetary support. It is especially important in the age of social media; acceleration is a matter of growth of numbers of people involved. For years the business world has taken the wrong approach. The underlying basis for each decision has been focused on the bottom line and positive financial outcome.

Each business decision should target making more things to do for more people. Design each process to be modular in order to take on new people. Organizations' visions should follow a blue ocean strategy; always working toward larger groups of possible people to engage. Finding each new demographic's motivational driving forces for engagement should replace market research. Attracting new, interested people will eventually entice the use of the right products and business models which support the human driving forces of those engaged.

### **Engaging people to support efforts**

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Many of the things we use to attract people follow patterns of triggering them to react, and often without them consciously deciding to do so. These types of involuntary prompts for actions are what can be referred to as biological triggers. They are the built-in reactions to stimuli that we have remaining from generations of finely-tuned, instinctive responses developed over centuries. These are the things that made our ancestors jump to extreme efforts in order to get the last game animal in the passing herd. The people with the traits that produced anxiety when faced with such a scarcity conditions were the ones that often fed their offspring more effectively; and as we discussed earlier, their genetic traits are in greater numbers today.

We all understand that these triggers hamper our ability to cognitively think about our decisions, but they happen anyway. Many people will also understand the remorse we often feel after decisions we have made during these times. The vehicle we could barely afford, the donation to an organization after sad images are paraded on a night time television program; both elicited an emotional reaction that we regretted when we retained a more cognitive mind frame.

Of the many biological triggers that effect people, most will follow the pattern of invoking less cognitive mindsets that we later feel remorse over. However, a few of them actually create a mindset that benefits us in retrospect. These are the triggers that, when they occur, we refer to as intuition. These are the stimuli that cause us to navigate a situation and come out of it more effective or successful than beforehand. These biological triggers graced those who have historically exhibited them with longevity of life, and the ability to provide resources for large amounts of other people.

Attraction to acceleration is one of these triggers; and every human who remains on the planet today has done so through their ancestors being undoubtedly and uncontrollably affected by this trigger. Acceleration is different than the triggers that create remorse when fully cognitive mindsets return. Acceleration not only helps us to succeed, but also leaves us feeling positive about having done

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it. It follows a pattern of positive impact on our lives which still has the same effect in today's culture. The only positive biological triggers are the ones that make you also feel intelligent for allowing them to exist. While many of the other biological triggers have become less relevant in today's age, the acceleration trigger is effectively the primary driving force of a human's subconscious mind.

Another driving force apparent in people is the need to have a vision. When people see a step by step approach that unfolds continuously without stopping to reevaluate what it is that they are doing, they are triggered biologically to be productive. Working past that present to define future steps as a reoccurring process then becomes the primary management role required for Leaders. Once again, leaders are setting up a biological trigger which has a positive impact to the individuals involved with them on a cognitive level.

Using combinations of these two biological triggers is what makes leaders effective. They were not any different than other leaders with exception that they triggered their people to feel fulfilled in their work. These effective leaders may have been visionaries or simply the products of an era or time in which budding technologies or geographical awareness created the perfect storm. The thing which is clear is that their keen understanding of these human driving forces drove them and their organizations to great success.

### **Following the Acceleration Principle**

The business world needs to stop working itself towards less, when less is the direction we take then we remove this primary human driving force. Even in the face of a need for reduction, our objective must become finding ways to accelerate. Applying the "Acceleration Principle" entails that each decision made should consider how more people can be included into the cause or organization. If

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every decision in business follows this thoughtful pretense, we will attract the un-attractable - The best of the best.

Affecting these human driving forces can be done in any business environment. Many leaders have demonstrated that any situation can be turned into a growth trend. People often try to emulate these leaders, but fall short because they miss the fact that the management objectives cannot be implemented as a list of optimizations. These exceptional results were each a series of independent decisions; all of which considering how to accelerate as a result of the decision.

Even in a cutback situation, for every person removed from a payroll, an additional networking or community involvement reach out can be implemented. Acceleration does not necessarily mean keeping everyone, but giving opportunities for more people to be involved with each and every stage. Even Apple laid people off. There are always up times and down times, but knowing that the objectives of management are in alignment with the “Acceleration Principle” will elicit the subconscious cultural response.

Bringing on explorative communities with the opportunity to participate in an effort that is larger than the previous is a great way to link to each new phase. Layoffs can be accompanied with announcements offering opportunities to volunteer for new growth exploration efforts. Community efforts focused on the possibility of future releases or offerings. Defining levels of partnering and group efforts will trigger participants using the challenge of accomplishment, and the feeling of auto-stratification and elite membership association.

### **Ushering in a new Era**

Start this process at your organization by promoting the business mentality of building a base, but remaining hungry. Establish a business direction and make all management aware of the chosen

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vision or path where endless levels can be defined. Create an environment where each level of management knows to seek out and define new levels; each of which, include more people than the last. Center each decision made at all levels of the organization to align with the acceleration principal.

Training each new leader to understand how to effectively create the feelings of accomplishment and acceleration on their own is imperative. Leaders that effectively know how to structure success for both themselves and their organizations will be invaluable. Universities need the next generation of leadership training and businesses need the latest mindsets of successful accomplishees. Adopting the Inner Logic – Engineering Your Life” Curriculum at your university and retooling with certified Life-Logic trainers for business organizations will bring this next phase of awareness to your organizations. Reach out and join the Logic Central Online network; the next phase of understanding and adapting to the greatest human driving forces are now within reach.