

Four Roads to Nirvana

In Search of Enlightened Management

September 15, 2011

Mike Sanders, PMP



Nirvana

"... a place or state characterized by freedom from or oblivion to pain, worry ..."

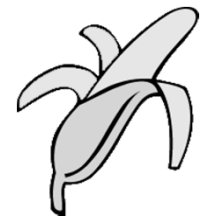
Managers and Leaders

Managers care about
what people do.

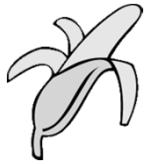
Leaders care about
what people think.

Four Roads to Nirvana

1. Situational Management
2. Perceptive Introspection
3. Super Connectivity
4. Native Wisdom



Four Roads to Nirvana



- 1. Situational Management**
- 2. Perceptive Introspection**
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Situational Management

*Matching development levels
to management styles*

Four Development Levels

Level 1

Low Competence
High Commitment

Level 2

Some Competence
Low Commitment

Level 3

Moderate Competence
Some Commitment

Level 4

High Competence
High Commitment

Four Management Styles

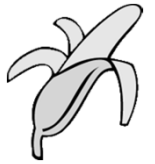
Style 1 High Directing/Low Supporting
Directing (Manager)

Style 2 High Directing/High Supporting
Hard Coaches (Mutual)

Style 3 Low Directing/High Supporting
Soft Coaches (Employee)

Style 4 Low Directing/Low Supporting
Delegates (Employee)

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Perceptive Influence

1. Physical – Reptilian (Low)
2. Emotional – Limbic (Mid)
3. Psychological – Cerebral (High)
4. Blind Spots – Subconscious

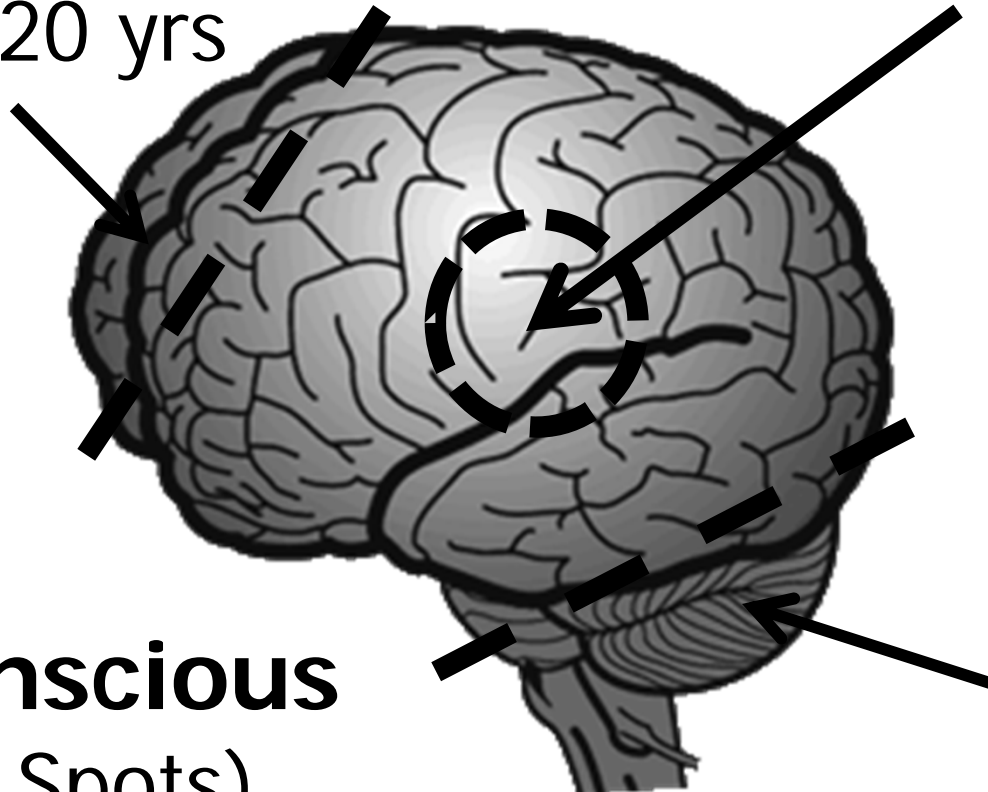
Your Four Brains

Psychological
(Cerebral Cortex)

at 20 yrs

Emotional
(Limbic System)

at 3-5 yrs



Subconscious
(Blind Spots)

Physical
(Reptilian)
at Birth

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Physical Influence

Physical contact can be a door to tremendous influence

- *Light hug*
- *Pat on the back*
- *Hand on the shoulder*
- *Face-to-face meeting*
- *The handshake*

Emotional Influence

- Emotions drive compulsive and impulsive behaviors
- Outcomes from these behaviors can be devastating
- Damage is done quickly, lasts
- Success is built on relationships

Emotional Drivers

1. Fear
2. Anger
3. Anxiety
4. Unhappiness
5. Confusion
6. Jealousy
7. Happiness
8. Bad Mood
9. Excitement
10. Love

Psychological Influence

- Not hardwired for high-level thought
- Must develop high-level thinking
- High-level thinking drives you in the right direction, is empowering
- If not working at a high-level, the default is low-level or emotional

Hawthorne Studies

- Chicago, late 1920's
- Western Electric's Hawthorne Plant
- Observed assemblers Varied lighting
- Astonishing results

Influence from Blind Spots

- Blind spots are not known, subconscious
- Career and life are controlled by them
- Uncovering, correcting damaging behavior from blind spots produces leaps in influence, success
- Finding blind spots can be extremely rewarding ... and uncomfortable

Finding Blind Spots

- Seek honest feedback from friends
- Notice little things around you
- Get curious about illogical reactions
- Accept you are always wrong about something all the time
- Be open to criticism, willing to change
- In this search, do not be paranoid!

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Super Connectivity

- Ability to connect (communicate) with others through their personal language
- Provides influence required to achieve your goals
- Produces cooperation, good will, support, and alliances

Super Connectivity

We all favor one connective language:

- 1. Words of Affirmation*
- 2. Quality Time*
- 3. Receiving Gifts*
- 4. Acts of Service*
- 5. Physical Touch*

Which Language?

Determining the connective language of employees, colleagues, managers:

- *Observe favored associates*
- *Observe favored employees*
- *Observe friends*
- *Observe how they connect*
- *Ask them*

Words of Affirmation

If connecting with words of affirmation:

- *Look for opportunities to give awards, recognition, praise, especially in front of others*
- *Give awards and certificates*
- *Give thanks for all accomplishments, no matter how small*

Quality Time

If connecting with quality time:

- *Give full face, undivided attention*
- *Initiate quality conversations*
- *Find subjects of interest, and talk their language*
- *Initiate quality activities*
- *Initiate quality time regularly*

Receiving Gifts

If connecting with gifts:

- *Appropriate “business” gifts*
- *Company giveaways*
- *Business luncheons*
- *Raises and bonuses*
- *Your time, information and effort*

Acts of Service

If connecting with acts of service:

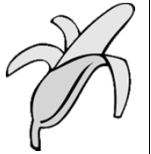
- *Give full face, undivided attention*
- *Complete all recent requests*
- *Look for acts of service*
- *Surprise them with acts of service*
- *View requests as tags, not nags*

Physical Touch

If connecting with physical touch:

- *Look for opportunities to touch*
- *The “business” touch*
 - *Light pat on back*
 - *Gentle arm touch*
 - *Light elbow touch*
 - *Finger tap*
 - *Quality Handshake*

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4. **Native Wisdom**

Barriers to Native Wisdom

- Overcoming Fear
- Mastering Clarity
- Using Power wisely
- Unconditional Acceptance

Fear

- Can paralyze, confuse
- Can depress, hurt, anger
- Can cause reactive behavior
- Can overwhelm
- Recognize fear, act in spite of it

Clarity

- Clarity can be lost in the comfort of acting in spite of fear
- Take care to ensure quality thoughts, decisions, and acts

Power

- Power grows as we overcome fear, and act with clarity
- As power grows, we can be tempted to abuse it
- Power can distort judgment
- Be cautious when using power – abuse can undermine, destroy, and result in failure

Acceptance

- Accept change and transformation as if it was your wish
- Unconditional acceptance makes you:
 - Strong, respected, trusted
 - Consistent, sound
 - Wise, effective
 - Happy, at peace
 - Gives you freedom

“The Teachings of Don Juan”

“When [one] has fulfilled those four requisites, there are no mistakes for which to account; under such conditions [one’s] acts lose the blundering quality of a fool’s acts. If such a [person] fails, or suffers a defeat, [one] will have lost only a battle, and there will be no regrets over that.”

... *Don Juan*

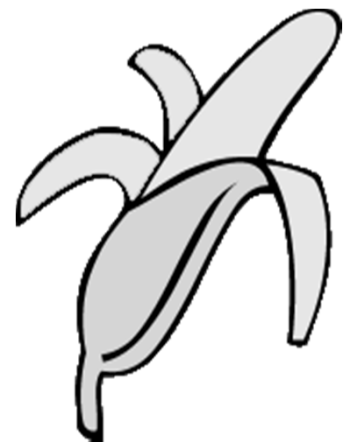
The Enlightened Manager

- Situational
- Perceptive
- Connective
- Wise

MicroMeditation™

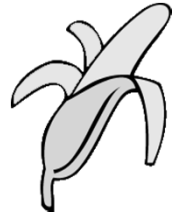
Breathe in, exhale (10 sec)

1. Breathe in, exhale (10 sec)
2. View a banana (10 sec)
3. Touch the banana (10 sec)
4. Peel the banana (10 sec)
5. Take a bite of the banana (10 sec)



Mike Sanders, PMP

www.mike-sanders.com



www.advanced-multitasking.com

mike@mike-sanders.com

714-615-5477

Available to speak free in SoCal



“... life is short, smell the bananas ...”

Mike Sanders - 091511

References



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