

Managing Matters

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BY ANDY KANEFIELD AND MARK POWERS

“Achievement is a big part of my personal view of fun. I like to win.”

That attitude is apropos for Steve Maritz since he leads an organization that helps clients perform and has a motto of “Work hard. Have fun. Get the job done.” Maritz helps its clients better “understand, enable and motivate” their employees, channel partners and customers. “We run sales and marketing programs for our clients by focusing on the people side. Sales and marketing strategies are executed through people. You win through people.”

How does Maritz bring out the potential of its people? “I expect everyone to play to their strengths. All too often in business we focus on weaknesses and shortcomings. Let’s take that example to its extreme. If you took everybody’s weaknesses and brought them all up to average, you’d have mediocrity. What you really want to do is work on strengths and then work on teamwork, because business is a team sport. But that’s easier said than done because all of our HR systems traditionally have focused on weaknesses rather than strengths.”

And how does Maritz win? “By staying ahead of the curve.” Maritz stays ahead of the curve by keeping up with what is happening in the field of performance. One example is his participation in the first Global NeuroLeadership Summit held earlier this year in Asolo, Italy that brought together 55 “open-minded, high-powered thinkers” who want to “build a better science for leadership by integrating relevant neuroscientific research.”

“I want to be open to the best thinking out there,” Maritz says. “What I found is that nearly all of our current practices are supported by these findings of how our brains work,” says Maritz. “Now I want to integrate more of that science into practical applications for Maritz’s clients.”

Maritz’s openness extends to his employees as well. He has leader-

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– Steve Maritz



BRIAN CASSIDY

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ship principles he lives by, and he talks about them publicly. He also knows they might not be for everyone. "People need to go through a process of discovering their own principles," Maritz says. "They have free will."

What are his leadership principles?

- "Be yourself and play to your strengths.
- Choose a positive attitude. The attitude you have is a choice that you make.
- Face reality. You need a combination of realism and optimism to thrive.
- Take personal responsibility. When faced with a problem, you need to ask 'What am I going to do about it?'
- Seek perspective. The answer is often clear if you ask the right question."

Andy Kanefield is president of Dialect, which helps leaders promote sync — that elusive state when departments and people are working in concert toward big picture goals. He can be reached at (314) 863-4400 or andy@dialect.com.

NeuroLeadership in business

David Rock, CEO of Results Coaching Systems, is a leadership coach who focuses on improving human performance through changing the way people think. In order to do that, he delved into how the brain works with the help of Dr. Jeffrey Schwartz, associate research professor of psychiatry at UCLA School of Medicine. Schwartz's most recent academic writing has been in the field of philosophy of mind, specifically on the role of volition in human neurobiology.

After years of collaboration, they coined the term NeuroLeadership to refer to the integration of neuroscience into the business world and coordinated

the Global NeuroLeadership Summit in which Steve Maritz participated. The purpose of the Summit was to break "new ground in our understanding of how to improve human and workplace performance."

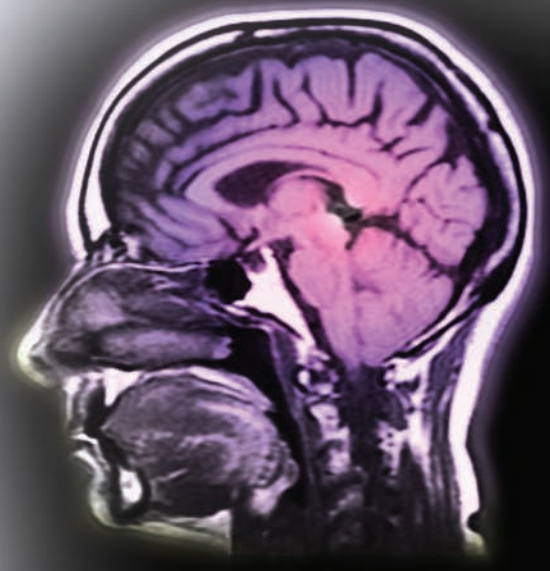
Rock is the author of "Quiet Leadership: Help People Think Better-Don't Tell Them What to Do!" Schwartz is the author of several books, including "The Mind and the Brain: Neuroplasticity and the Power of Mental Force."

Find out more about NeuroLeadership at <http://www.neuroleadership.org/>

The brain and the way we manage

What neuroscience is teaching us about the brain can affect the way we manage and lead people and the workplaces we create. How would the lessons learned below that Dialect has uncovered affect the way you manage and lead your organization?

- Our brains appear to be "plastic" and are constantly being rewired by our experiences, including our interactions with other people.
- Focusing attention appears to create real, physical change in the brain.
- People who are happier have significantly more insights (aha! moments) than others.
- Mirror neurons help us interpret others' intentions, feelings and emotions as well as help us mimic other peoples' movements.



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*Based on actual client studies identifying trend was below average.