

# The Nature of Things Series

Regardless of the industry, organizational life holds a natural quality where things happen under the first wave of consciousness. Counter-Intuitive Thinking brings those things into focus challenging the status quo translating confusing and complex events into concepts that everyone understands.

Counter-Intuitive Thinking, when first presented, goes against the prevailing attitudes and initial gut reactions. However, by definition people who perform at high levels are not normal. In essence they're oddballs and nonconformists, but it's their willingness to challenge conventional thinking that leads to excellence. At one point it was counter-intuitive to think the earth is round, to take flight, to use a phone as a computer. The best at what they do not only act differently, but they think differently. To everyone else, they're abnormal because they see the world differently. They're counter-intuitive.

Counter-Intuitive Thinking is not just for a select few, nor is it a special talent. It's a tool to maximize talent where skills are developed. Execution IQ™ (ExIQ) is a proven psychological construct that indicates the ability of managers to perceive situations that enables them to maximize their efforts. Managers with a high degree of ExIQ see things others don't and think in a way that enhances personal as well as organizational effectiveness. They connect what others fail to recognize where Counter-Intuitive Thinking comes naturally.

Participants receive a complimentary copy of Motere's Organizational Health Evaluation (OHE), which measures managerial capability for the three primary areas of organizational health. The OHE is the most comprehensive analysis on the market. Organizational health is an output of four components of organizational life.

**The Nature of Work** Factors such as performance appraisals, incentives and internal competition prevent employees from concentrating their efforts on learning, growth and innovation. Organizations are not half-way houses or mental institutions. They are profit centers where employees are empowered to express their gifts to help accomplish the mission. Organizations are not expected to tolerate dysfunctional behavior that distracts from the mission.

**The Nature of Leadership** A central leadership responsibility is aligning organizational goals to people's inherent need to express their gifts. However, alignment doesn't guarantee dignity in one's work. Talented, competent, committed employees are not willing to accept work conditions that fail to get the most out of their skills. As employees develop a rich, robust skill set, the less effective they function under authoritarian leadership and the more they resist it.

**The Nature of Innovation** Innovative leaders embrace change and are comfortable with novelty, who are more interested in the creative process, the creative mindset, the creative person rather than the creative product alone. Fear of the unknown relates to the anxiety executives experience when they contemplate the future. Innovative managers trust their ability to improvise based on their self-confidence, courage and lack of fear of the world.

**The Nature of Motivation** Humans are perpetually wanting animals. Any obstruction to meeting basic human needs is a threat where people are living, breathing, dynamic organisms — not machines. Nobody needs to be motivated by anyone else because we are born with natural motivational tendencies. The key for managers is to feed into those tendencies. By doing so, managers build an environment in which people satisfy those inherent needs through the pursuit of organizational goals.



Identified as one of North America's top 10 performance psychology consultants, Dr. Stephen Long has significantly improved performance in the realms of business, athletics and the military. He has applied his proprietary Execution IQ™ method with exceptional leaders, champion athletes, fighter pilots, military special operations personnel, elite salespeople, high performers and corporate executives resulting in 115% improvement in financial performance, 26 championship teams, over 30 All-American college athletes, an NFL MVP and enhanced national security with a zero failure rate. Through his three decades of helping organizations execute strategy, Steve applies his expertise in behavior change, psychometrics and high performance mindsets through an educative, rather than a rehabilitative, approach. Results include improved efficiency, productivity, decision-making, problem solving, planning, innovation, consistency and change.