

Birth of Guerrilla Marketing

Ways to market big without big money

BY JAY CONRAD LEVINSON

I FIGURE THAT guerrilla marketing was born in 1957, when as a U.S. Army Counter-Intelligence Analyst, I was required to write reports of investigations in one and one-half pages, single-spaced. That taught me the importance and challenge of being concise.

How It All Started

It also led me to begin a career in advertising, first as a secretary because I could type 80 words per minute, and then as a copywriter because I had written so many ads and commercials that never saw the light of day that I finally learned how to make them good enough to run.

Eventually, I had the blessed experience to be able to create advertising for famed brands like Green Giant, Pillsbury, Chrysler Corporation, Procter and Gamble, Kellogg's, Sears, and Quaker Oats. I got to see, hands-on and firsthand, what worked for the big companies with the bottomless bank accounts.

Then, I ventured off on my own and created marketing materials for then little companies in new industries: computers, solar energy, waterbeds, fast food chains, plus a little known men's magazine called "Playboy." These enterprises had empty wallets but big ideas. I quickly learned what they needed and could afford on the marketing front. It was different from what the big guys used. So were the pressures. The smaller companies couldn't afford to make mistakes and had to get everything right the first time.

A Promise that Changed Everything

At this point, I had written a couple of books about earning money without the necessity to hold a job. The first, "Earning Money Without a Job," led to me being invited to teach a class at extension division of the University of California in Berkeley.

The second book, "555 Ways to Earn Extra Money," was the result of my yearlong research – without Google's help – of how other people get it on without a job. In it, I had a chapter on how to market with a limited budget. Both books helped my class at Berkeley to be filled to the brim.

One day in class, one of my students raised his hand to ask, "Jay, most of us in this room have long hair, Levi's, empty pockets, great ideas for businesses, and zero ideas on how to market those businesses. Can you recommend a book for us to read?"

Stupidly, I said, "Yes, I promise I'll be back to you with book recommendations next week." After class I went to the library to find good books to recommend but found none. I went across San Francisco Bay to Stanford University, but came up empty once again. Same sad story in the public libraries for Oakland, San Jose, Sacramento and the city of San Francisco.

All the existing marketing books I found seemed to be written for readers running companies with \$300,000 monthly budgets. These were certainly not the kids in my class. Plus, those other books had an uncanny ability to make me yawn and confuse me.

But I had made a promise to my students to recommend a book. So I did what I had to do: made a list of

ways that companies can market without investing much money in the process. My list totaled 527 Ways to Market Without Much Money, which was exactly what my students needed, but was not exactly a winner in the book title department.

I knew that in business, my students wanted the conventional goals of financial independence, freedom from stress, balance in their lives, and companies they could grow to their heart's content. But they couldn't achieve those goals with marketing unless they used unconventional methods.

It's the same situation faced by guerrillas in wartime. They want the conventional goal of victory, but because they lack the financial resources, they need to employ unconventional methods.

"Guerrilla Marketing." That was an apt title for the book I was writing for my class. The subtitle stated the premise and the promise: "Secrets for Making Big Profits from Your Small Business".

When I sat down to write the book, which I did write for my students, I had no idea that the book would become a series and take on a life of its own. I had no clue that it would sell over 21 million copies in 62 languages, making me one of the world's first authors not to understand 61 editions of his own book.

The rest of the series came from the same spark that ignited the first guerrilla marketing book and the books before and after it was written. Every book I write does not come from inspiration, or even perspiration, but from my own need to write books that fulfill the needs of others.

The long haired kids in my class? The ones with tiny businesses nobody has heard of? They used guerrilla marketing to build enormous companies almost everyone has heard of: Apple, Microsoft, Adobe, Hewlett-Packard, Oracle, and a pack of other Silicon Valley leaders. Some later brought me to their headquarters to deliver a series of guerrilla marketing seminars.

While this was happening, the largest businesses in the world realised that they, too, could and should use guerrilla marketing to power up their profits. Many members of the Fortune 100 had me deliver presentations to their entire companies, not wanting to miss out on the chance to earn higher profits while investing less money. That's nice work if you can get it and you can get it with guerrilla marketing.

Creating Superstar Businesses

You can't create superstar businesses all by yourself. A man who conducted seminars for the California Department of Probation heard me speak and asked if he could represent me as my speaking agent. "My speaking agent?" I asked. He answered, "You're probably too busy giving talks and writing books to have a person whose sole responsibility is getting you more speaking engagements. I can do that for you, including the countless details, as your speaking agent if you pay me a percentage of each engagement I book."

And so was born Guerrilla Marketing International, and so spread the word about guerrilla marketing. It grew a lot because of the efforts of my late speaking agent, Bill Shear, and now by my new speaking agent, daughter Amy.

Our company is presided over, thank heavens, by my wife, Jeannie, also my favorite co-author, and so you can see that, as the brand has grown, so have our opportunities for nepotism, which we unabashedly pursue.

After all, guerrilla marketing reminds you never to do what you can delegate. I always want to expend my energies writing and speaking. As new things such as the Internet and Social Media enter the marketing world, I team up with experts on those things to help create a new guerrilla marketing entity.

Guerrilla marketing also has grown because it is astonishingly simple and because it works so well.

Start with a simple plan, then commit to that plan. I'll talk about exactly how to craft that plan when I am in Singapore, but the committing to the plan is your job. If you can do it, you're on your way to being a guerrilla marketer. ■

About the Author

Jay Conrad Levinson is the father of Guerrilla Marketing and author, "Guerrilla Marketing" series of books,

the best known marketing brand in history and named one of the 100 best business books ever written. Now in 62 languages and over 21 million copies have been sold. Visit www.gmarketing.com for more information.

Why Brain Capital

Conversation with Henry Toi, Chief Executive Officer of the Brain Capital Group

IN THIS PREMIER Brain Capital magazine, we interview the man who founded the company – The Brain Capital Group – that aims to inspire and equip individuals and organisations to unleash their brain power for personal and business performance through evidence-based, creative methods.

BC: What made you start Brain Capital?

HT: Back in 2001, I attended my first International Conference on Thinking in Auckland, New Zealand. It was a life changing experience. I was introduced to the world of the brain and of thinking. I remember buying a book entitled “Rethinking the Brain”. It was published by the Families and Work Institute based in New York. The book, written in 1997, highlighted the facts about brain research and how it is at the cusp of a new era because of the insights provided by new brain imaging instruments.

As years passed, I became rather puzzled that brain research applications were concentrated in the education arena and not much in the business areas. A few years ago, I spotted an emerging trend of brain research being applied to business. Some termed it under exotic names like “neuropsychology”, which is a branch of psychology that deals with the relationship between the structure and function of the brain and the way we think and behave. As I learned more, I was increasingly convicted that brain research applications should be introduced to arenas beyond education, such as the business and non-profit sectors. I decided to establish Brain Capital. I want to empower and help businesses apply the latest brain research to every functional area of a business.

As a trainer and researcher, I’ve had numerous opportunities to visit companies and take on an insider’s view of how they work. I’m surprised that the majority of companies are either unaware or do not practise brain-smart strategies and tools. Yet they spend enormous amount of capital on IT infrastructure, software and telecommunication equipment; but their own brain capital lays waste. The main reason for companies not taking the plunge to vigorously tap on their latent brain capital is because they’re waiting for industry leaders to do so. Secondly, they find the current brain research still nascent and therefore not well known and tested. We want to change that.

It takes less than one percent investment of their total turnover to create at least a five-percent increase in brain capital of their staff. The amazing truth about brain capital is that it is self-generating. When people are taught how to use their brain capital wisely, they generate a constant and never ending loop of improvement, which changes the equation of ageing. The older you are, the better you become. This is an effect of brain capital management, which has national implications.

BC: When you say “every functional area of a business, what do you mean?”

HT: The five broad functional divisions of a business are leadership, finance, administration, operations and marketing. Brain research has a lot to say about how each area can be made better.

Take for example, marketing. In a 2008 research by Stanford University, they found that marketing actions can modulate neural representation of experienced pleasantness. For instance, they conducted an experiment to find out how people’s experience of a wine was affected by the price of the wine. They priced the same wine at \$5 a bottle and then \$45 a bottle to the same people. They discovered that when the wine was priced high,

people's perceived enjoyment of it went up.

In another example of how a brain-based application changed an organisation's practice, they discovered that when people were asked to rate themselves at performance appraisals, they tended to be more critical. However when their bosses rated them, they resisted and became more defensive in their response. This has serious implications on how organisations carry out their appraisals.

BC: You seem to advocate changing the way businesses run, how do you intend to achieve that?

HT: It is a difficult challenge, and that goes back to the way the brain drives our behaviour. Firstly, there are habits that we need to break. The brain is a habit forming machine. It does so for a very good reason, which is to create efficiency for its owner. For example, if you have to do everything consciously, you'll be tired out within one hour of waking up. So the brain learns to overcome that by figuring out that if you do certain things repeatedly, it cleverly creates a set of neural pathways that can be activated without much need to activate the "executive function" of the brain, the cerebral cortex. It is really like an organisation having a "SOP", and therefore does not need to bother top management about simple things like "how to post an invoice to a client".

The second challenge is the "beliefs" that each person develops. In order to change, the beliefs need to be changed. The second problem can be overcome by education, training and presentation of facts and figures. The first problem takes time. The brain needs time to change its habits. However, brain research has new ideas about how that process can be accelerated too.

We now know that both the cognitive as well as the emotional centres are in the brain. The heart reacts to the hormones secreted by the brain in response to certain stimuli and hence it is often mistaken to be the centre for emotions. But what you have brought up is interesting as new brain research has also indicated that there is no divide between the cognitive and emotional brain processes. The brain "thinks" in a holistic manner. One interesting fact is that we often make decisions based on emotions and then uses the cognitive brain to justify the decision.

BC: Sometimes we read conflicting opinions about certain brain-based practices, how do we discern which is genuine or credible?

HT: I'm glad you asked that. In my search for new findings on the brain, trawling through enormous amount of research materials, I've realised some of them have strong backing, while unfortunately some are based on weak or erroneous information or data.

The way I decide if these researches are worth its salt is to apply a three-prong test. The first test is the credibility of the researcher and who is backing his research. For example, the research on experienced pleasantness is backed by Stanford with co-researchers from Caltech. The second prong is personal test. What I mean is – does it hold true in my own experience, does the effect work on me? The third and final test is whether it holds true by a majority of third parties. That means, can others experience the same effects? If all three square well, I'll accept the information.

BC: What advice would you give to the readers?

HT: The most potentially productive thing you can do is to understand how the brain works inside each person. Most people think about brain capital as training people to increase knowledge and know how. I believe that is "old school". This is the dawn of the "brain age". Organisations that excel will be those who know how to maximise the brain by changing organisational, personal and market practices to achieve organisational goals.

In the brain age, advancement in our work processes, social interactions, political strategies and business practices will be based on what we know about the brain. Consensus amongst brain researchers is that what we don't know about the brain overshadows what we know about it. This cannot be said about many other disciplines.

At the personal level, people are already beginning to understand how to take care of their brain health such as diet, exercise and memory techniques to improve performance. At the organisational level, companies like Google know that employees' increased creativity and motivation comes from freedom to choose projects. Employees are therefore given time, resources and autonomy to pursue projects that are work-related. At the national level, politicians are now beginning to realise that psychological pains of the electorate on matters such as fairness and injustice can be as strong as physical pain, and therefore people are willing to suffer physically to challenge it.

Finally, you owe yourself to develop the most important asset you've been endowed with, your brain. ■

Magic and the Brain

How your brain gets “tricked”

BY ERIC CHEONG

Science of Magic

Fact # 1: Our brains block out 95% of all that is happening around us. Magicians use this perceptual weakness of your brain to create their illusions.

Fact #2: The neural machinery that interprets our dreams and delusions are the same ones responsible for processing real world sensory inputs. Magicians know how to confuse you to believe fantasy as reality.

Fact # 3: Good continuation is the process by which our brain makes sense of sparse information by “filling in”. For example if you start a sentence like, “make hay while the sun ...”, we will finish the sentence as “shine”. Or if we see a picture like

What does your brain fill in?

Turn to page 30 to find out what the picture looks like.

ALAN WONG BORROWED \$10 from me, then slowly folded it into a tiny square. He said it was inflationary days and our money would become “smaller”. He then told us that as a trainer, his job was to make us more productive so that we could earn more. He then took the same tiny square of my \$10 and slowly unfolded it – into a \$50 note! “Not a bad way to make money!” I thought to myself.

Magic is as old as time. Our brains love it. The inexplicable and the mysterious have always captured people’s imagination since time immemorial. That is why we love sci-fi programmes such as Fringe, X-men, etc. Our brains love to be teased and tickled. Magicians like Alan know quite a bit about how our brains are prone to fall for illusions such as the one he had just performed.

The trick he did was based on the brain's inability to multitask. While he folded the \$10 note into a small square, he told an intriguing story about inflation eating into the purchasing power of our dollar. He distracted us from the real action he was really doing. But wait a minute, you might say, "how could telling a story distract us?" You are right, there was a second trick to distract the audience. The eyes.

You see, the brain is tuned to track a speaker's eyes. If he looks at an object, you will naturally look at that object. If your speaker looks in a particular direction, you will do too. So in the second action that Alan did, he focussed his gaze on his left hand, thus distracting you from the right hand. He also knew that your eyes could not see details of an object that is in motion, therefore he also threw in that for additional safety.

Alan actually had the \$50 note in his hands all the time. He had placed it there inside a fake thumb. This thumb is a latex thumb worn over the actual thumb. Because you would not be examining his thumb, you would not know it was a fake. Besides, he did not gaze at this thumb at any time during the performance. As you were being distracted, he cleverly removed it at the right time and switched the \$10 note for the \$50. He had to fold it to fit into the thumb! His story made it less obvious why he was folding his money.

So what about this magic that we can learn?

Firstly, we should avoid multitasking, you will not be able to do either task well. Focus on one and then move on to the other. Secondly, if you wish to avoid bringing attention to something, do not gaze at it. This could be used during presentations or showing a product. ■

About the Author

Eric Cheong is the Sales and Marketing Director of Brain Capital Group and the Editor of BRAIN CAPITAL magazine. He is also a certified Master Trainer for the Buzan's iMindMap™ software. He oversees the regional development of the company and conducts trainings regularly, some of the clients include Singapore National Heritage Board, Oracle Hong Kong, Intel Malaysia and UniSIM Singapore.

Up Your Productivity

What your brain needs to work its best

BY THUM CHENG CHEONG

JANET WAKES UP and immediately switches on her Blackberry to check her emails. After brushing her teeth and putting on makeup, she agonises over a choice of three blouses to wear, thinking about the appointments she will be making that day. She quaffs a good cup of coffee for breakfast and then quickly rushes to the office.

On the train to work, she constantly checks her emails and occasionally sends out text messages on her mobile phone to chat with her daughters and to set up appointments with clients. She reaches her office about 60 minutes from the time she wakes up.

It looks like a picture of high productivity. Or is it?

We often think about work productivity as being able to complete numerous things in a short period of time. We tend to use time as a basis of measuring productivity. This is a common practice chiefly because of two reasons. Firstly, it is easy to measure time, and apparently it is logical to do so. Secondly, we are greatly influenced by Taylorism in our thinking about productivity. We are still mired in the thinking of the industrial age. What matters more today is not the quantity of work, but the quality of work. Quantitative work has increasingly been taken over by machines and computers. The human brain is no match for the quantity the machines can achieve for repetitive type of work.

Janet's day has been great in terms of achieving volume of work, but it is not great for quality brain-based work. Let's examine why.

The brain is a high maintenance organ. It weighs only about 2% of the total body weight but uses 20% of the body's energy. As you may remember from school science, in order to generate energy, the body burns fuel (glucose) with the help of oxygen intake. Janet has essentially used up quite a lot of her brain energy early in the morning, responding to emails and making decisions about dressing, two of the more taxing processes the brain does. Besides, her breakfast was a mere cup of coffee! The brain's energy needs will probably not be sufficiently replenished by the time she reaches the office.

Productivity guru David Allen considers planning above all other activities as the most crucial activity that a person can do to increase productivity. Planning activity is best done when a person is not in a "reactive" mode, the best brain state to be in for such an activity is the "alpha" brain wave state. This is a state when memory and creativity operates best. The time just after you wake up is when your brain is most productive. It has rested for several hours, and is now just booting up to a new day of work. Hence it makes logical sense to

use the most productive time – in the morning – to do the most productive activity, planning.

Using that “freshly prepared” brain to choose a blouse is not productive (some women would argue otherwise), the decision on the blouse could have been done the night before. The other thing that Janet should have done is to eat a proper breakfast. A proper breakfast is not necessarily a heavy breakfast. Apart from providing fuel for the brain, it also keeps the brain from being distracted. Hunger, and other primal drives, will distract the brain. This is why some people are more easily agitated or become more impatient when they are hungry. There is some truth to the saying “a hungry man is an angry man”.

Neuroscientist David Rock believes that the prefrontal cortex, which houses the “executive centre” of the brain, has limited focus. In other words, we can only focus on one thing at a time. Therefore avoid multitasking. Janet was multitasking on the train between sending emails and text messages. David Allen believes that the brain cannot multitask. This belief is shared by leading scientist such as Csikszentmihalyi and David Rock. Csikszentmihalyi’s landmark work on the concept of “flow” caught the attention of Bill Clinton and Tony Blair. The main condition of flow is based on a person’s ability to focus intensely on a piece of work, without distractions. A good way to focus is to write down thoughts and ideas.

Janet’s day could have been better. She might not feel that way, having lived the routine for many years. However if she had chosen to experiment for just a week to change her routine to one that is more brain smart, she might indeed change her mind. ■

About the Author

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Incredible Workplaces

The science and commitment to building a great place to work in

BY PATRICK SHEEHAN

WHEN WE ARE asked to name incredible workplaces, a small number quickly come to mind such as Google, DreamWorks Animation SKG, Diageo Australia, Microsoft, or Danone. All are excellent companies and have been rewarded as great places to work. Your list may also include small or local firms or government agencies that you have worked with in the past.

But what is it about a workplace that makes it an incredible place to work? It may be that one or more of your incredible workplaces are only a section of a larger organisation. People in the same organisation in different workplaces can have utterly different experiences that leave them energised or depressed. With such a variance of experiences, and experiences being personal and subjective, is it possible to define an incredible workplace? There are several organisations that measure workplace experience and publish lists of great companies in which to work, however from an employee's perspective at the micro-level of the workplace rather than the corporation, what are the experiences that make a workplace incredible?

Focus on Micro-culture

Why focus on the micro-level or workplace rather than the corporation? Because although companies may impose values, vision and culture statements on the organisation, corporate culture is not a group or organisational experience. It is experienced by individuals through their daily work; it is discussed between individuals as they comment, complain and criticise their company and its leaders; and it is a major, personal decision making criteria as people decide to stay or leave, cooperate or not cooperate with their employer.

Throughout their employment with an organisation, employees experience the company's managerial practices; promises are often made and employees form general expectations of their future. It is the company and its senior representatives' personal behaviour and delivery on the promises that further determine the employees' impressions of the organisation and the potential for the existence of counter cultures.

The employees' workplace experience is made up of many encounters with the real organisation. The real organisation is defined by the daily encounters with the company that employees and customers experience as

opposed to the “publicly reported organisation” on websites, in publications, in corporate collateral, and in organisational communications. It is the distance between the culture in action – the daily employees’ experience and the espoused culture (the official organisation’s publicised culture) that determines the employees’ experience, positive or negative.

There is no magic formula to developing a high performance workplace culture, however, there are a number of elements that must be in place to create an environment of commitment and engagement. This is the process of gaining alignment throughout the organisation with the corporate culture. Firstly, the central statements on which the culture is founded are the corporation’s vision and values. These statements must be the starting point of the organisation’s strategic plan and their formation must have employee representation from all workplaces. The vision and values will articulate who the organisation is, its purpose and direction, and what values it holds. Early feedback of the whole workplace on the developed vision and values is very important. Multiple avenues should be established to enable employees to choose the method that they are personally comfortable in providing feedback.

Management Engagement

The CEO must be the champion of the culture from the very beginning. He or she must reiterate the importance of the culture to the organisation and that it is mandatory for all employees to be committed to the culture at every opportunity. It is important that the CEO is supportive of the workplace cultures and encourages their alignment to the corporate culture. This is not a single message but a continuous conversation with the corporation about who they are, where they are going, and what they believe. In the development of strategic plans, business plans, budgets, policies and procedures, executives must be mindful that these documents and plans reference the corporation’s visions and values and provide pathways for their enhancement and communication.

Once the vision and values have been formulated, reported to the employees and opportunities afforded to them for feedback, management engagement is essential. Employees will be evaluating the organisation’s management buy-in to the vision, values and culture. In the early implementation, demonstration of the executives living the vision and values will be essential. This is a crucial element of the corporate culture alignment. Without management commitment and buy-in, the corporate culture programme will not be successful. Additionally, very early on the Chief Executive Officer must articulate the corporation’s stance on non-compliance with the vision, values and culture. This position must be unambiguous and when the first executive or managerial non-compliance occurs, the CEO must act quickly and decisively to correct the non-compliance or remove the manager. Failure to protect the vision, values and culture will spell their doom.

Incredible workplaces are created through partnership and communication. People choose to commit to the corporate culture, vision and values; they want to align the workplace cultures to the corporate culture. Managers must engage their people in a continuous conversation about the importance of the corporate vision, values and culture and its implementation. Over time, the employees will initially buy-into the conversation and will eventually engage with the culture as it has been demonstrated to be authentic. Engagement is a choice that employees make. Incredible workplaces are created when management enable that choice and lead by example. ■

About the Author

Patrick Sheehan is a partner at Tanderra Consulting Group, a professional human resource consulting firm.

In the Face of Change

Using multiple intelligences to inspire motivation and develop future leaders

BY C. BRANTON SHEARER

In this two-part article, neuropsychologist C. Branton Shearer explores the practical usefulness of several inter-related ideas that can influence how public servants (both front line as well as managerial) can respond to change (or the lack thereof) in daily operations. In Part 1, he examines how the idea of multiple intelligences can be applied to promote intrinsic motivation. Part 2 focuses on developing leadership potential by recognising the unique intellectual strengths of each individual – even those associates who do not display traits typically associated with direct leaders.

CHANGE IS A fact of life and business, but it isn't always welcomed or easily managed. When your business is serving the public and managing public resources there are strong forces working against timely change. Change happens both within people as well as in our circumstances. It is a fundamental task for managers and leaders to be aware of the impact of change so that the mission of the organisation is not negatively impacted. Just as a hurricane can damage our material resources, a downturn in the economy or a dramatic shift in the social climate can disrupt the efficient operation of our human systems.

There is a natural tension between continuity and change. As the old saying goes, "The more things change the more they stay the same." An organisation depends on a certain amount of stability to maintain order and growth. Too much, too little (or unexpected) change, either positive or negative, can undermine operations. If a department had planned for 100 new orders this month and instead received 1000, the system may be stressed in a way that may be unmanageable. The organisation's short term inability to cope with any "change" can ripple and negatively impact the future. A department that experiences the reverse situation – anticipating

1000 orders and instead receives only 100 – and must downsize its workforce will experience stress that needs to be managed effectively. If the unneeded personnel are dismissed in a way that is perceived as being abrupt, callous or illegal then the organisation may gain a reputation as a bad place to work as well as demoralising the remaining personnel. If this happens in a governmental agency the negative impact on the community mood can be severe.

Public agencies are key managers of the “status quo” and so efficient operations are essential to maintain community stability. When circumstances are drastically altered, long standing structural systems may be slow to respond adequately. This can result in undesirable stress and frustration to everyone. Demoralisation can spiral down seemingly overnight into despair unless steps are taken to protect and guide both people and the “system.”

Three Faces of Change

Change and stability are the counter balancing forces in the life of any organisation.

There are three aspects of human nature that impact how we manage the changes that life presents. The first aspect is the Head: what we think about and how we reason about the situation. What is the story that we tell? What is the explanation that we use to understand events?

The second aspect is the Heart: what we care about and how we feel. What are our likes, interests and preferences? What do we care most about? How are we feeling today and what is the prevailing mood?

The third face is the Spirit: what connects us to humanity, history and our culture. What can I do that has value to contribute meaningfully to the life of my company/group/family/team/clan/community? What inspires me to go beyond myself in the service of a greater cause? Where does my passion in life connect with my group?

As managers in times of change we need to address all three facets if we are to thrive and not merely survive the potentially destructive forces of change (or intransigence).

Human nature is mysterious and psychologists have worked diligently for more than 100 years to understand how to maximise motivation, performance and fit between person and position. Cognitive tests have guided our understanding of the intellectual skills required to do certain jobs. Interest inventories and personality tests inform our view of a person’s preferences and characteristics. But only the theory of multiple intelligences described by Howard Gardner (Frames of Mind, 1983) provides a practical bridge that includes all three: Head, Heart and the Spirit.

Multiple Intelligences

Gardner is an internationally acclaimed cognitive psychologist who redefined our understanding of human intelligence so that a full range of analytical-technical skills, creative abilities and human competencies are valued. This multi-faceted framework provides managers with a new kind of information that can be leveraged to maximise our human capital during times of change as well as throughout the normal routine of the business cycle.

In 1983 Gardner redefined intelligence as “the ability to solve problems or create products that are valued in a culture or community”. Using this common sense definition and eight criteria that cover a range of evidence from neuroscience to workplace behaviours, Gardner has identified eight distinct forms of intelligence that are possessed by all people, but in varying degrees. The eight intelligences are linguistic, logical-mathematical (the two associated with IQ and academic success), spatial, kinesthetic, musical, interpersonal, intrapersonal and naturalist (see Table 1).

Table 1: Multiple Intelligences

Eight Intelligences / Careers

Brief Definition

Musical

- music teacher
- instrumentalist
- singer
- disc jockey
- song writer
- music critic
- choir director
- composer

To think in sounds, rhythms, melodies and rhymes. To be sensitive to pitch, rhythm, timbre and tone. To recognise, create and reproduce music by using an instrument or voice. Active listening, a connection between music and emotions.

Kinesthetic

- athlete
- acrobat
- jockey
- actor
- equestrian
- juggler
- dancer
- choreographer

To think in movements and to use the body in skilled and complicated ways for expressive and goal directed activities. A sense of timing, coordination for whole body movement and the use of hands for manipulating objects.

Logical-

Mathematical

- bookkeeper
- records clerk
- accountant
- financial services
- lawyer, paralegal
- inventory control
- electrical engineer
- systems analyst

To think of cause and effect connections and to understand relationships among actions, objects or ideas. To calculate, quantify or consider propositions and perform complex mathematical or logical operations. It involves inductive and deductive reasoning skills as well as critical and creative problem solving.

Spatial

- landscape designer
- interior designer
- architect
- advertising
- navigator
- artist
- craftsperson
- seamstress, tailor

To think in images and to understand the visual world accurately. To think in three-dimensions and to transform one's perceptions and re-create aspects of one's visual experience via imagination. To work with objects effectively.

Linguistic

- writer, poet
- journalist
- storyteller
- teacher
- manager
- supervisor
- lawyer
- public relations

To think in words and to use language to express and understand complex meanings. Sensitivity to the meaning of words and the order among words, sounds, rhythms, inflections. To reflect on the use of language in everyday life.

Interpersonal

- teacher
- counsellor
- actor
- child care
- salesperson
- politician
- executive
- secretary
- nurse
- negotiator

To think about and understand another person. To have empathy and recognise distinctions among people and to appreciate their perspectives with sensitivity to their motives, moods and intentions. It involves interacting effectively with one or more people in familiar, casual or working circumstances.

Intrapersonal

- clergy
 - psychologist
 - police
- CEO
 - pilot
 - monk

To think about and understand one's self. To be aware of one's strengths and weaknesses and to plan effectively to achieve personal goals. Reflecting on and monitoring one's thoughts and feelings and regulating them effectively. The ability to monitor one's self in interpersonal relationships and to act with personal efficacy.

Naturalist

- scientist
 - biologist
 - veterinarian
 - meteorologist
- naturalist/forestry
 - hunter/tracker
 - physicist
 - farmer/rancher
 - animal trainer

To understand the natural world including plants, animals and scientific studies. To recognise, name and classify individuals, species and ecological relationships. To interact effectively with living creatures and discern patterns of life and natural forces.

These eight multiple intelligences (MI) comprise the essential human intellectual "tool kit" that are used from the loading dock to the line supervisor to the salesperson to the accounting team to the executive making decisions in the corner office to promote a business's success. These eight basic tools are used in various combinations to achieve both personal and company goals. A careful review of job descriptions throughout an organisation can reveal how various positions require strengths in two or three specific intelligences working in concert to produce high level performances.

In some ways, MI theory is not really new, but instead provides a new way to appreciate the intellectual potential of people who may not ordinarily be thought of as being "smart" but who are capable of making valuable contributions. Most of us know someone who is academically intelligent but rather incompetent in daily life and conversely, someone with a limited education but who can display remarkable abilities in other walks of life. Some of the most successful and dynamic business entrepreneurs have noted with a touch of pride their lacklustre (or marginal) school careers. The skills required of a high performer in customer service or creative endeavours can be very different from those that please our school teachers.

Each intelligence comprises several sets of skills that are expressed in culturally defined roles, domains and careers. Each of the multiple intelligences are embodied by three types of skills: practical, creative and analytical/academic. A person may exhibit strengths in one type of skill but not another, so it is dangerous to over-generalise. For example, a person's linguistic intelligence may be very well developed orally as evidenced by strong persuasive abilities, but dyslexia may keep his or her written language under developed. Similarly, a manager's interpersonal skills may be exquisitely attuned to the mood and emotions of the staff, but he may lack the strategic ability to negotiate conflicts or assemble productive work teams. We all have strengths as well as weaknesses and for some people the distance between their highs and lows is dramatic and problematic while for others it is more subtle and not a concern.

Goals, Motivation and Management Strategies

Every organisation establishes goals in order to guide its activities and grow. Whenever change produces a disruption that threatens movement towards those goals then action must be taken to help the system (people) accept the changes and respond in a positive manner so that movement towards the goals is re-established. In other words, we need to help people maintain their motivation and effective action. Motivation comes from two directions: intrinsic and extrinsic. If you promise me a large bonus (extrinsic motivator) to increase my productivity by a certain date then I will be inclined to work overtime to accomplish that goal. If I have control

over my work and set my own goals (intrinsic motivator) then I will work overtime to please myself regardless of what my boss thinks.

We know a lot about the importance and also the limitations of extrinsic motivators. Pay and rewards are important but they have their drawbacks. They can lose their power and are not equally motivating for different people. When a change involves the removal of valued positive rewards then everyone can benefit from paying more attention to the cultural conditions that may or may not be encouraging intrinsic motivation.

Managing the growth of a business is in many ways like gardening. It is our task to build the conditions that will allow plants to grow to their fullest potential. Too much emphasis on the fertiliser (rewards, incentives, etc.) can result in the neglect of other important conditions that also influence growth and motivation. A master gardener needs to ensure that the soil is adequately rich, but also that there is sufficient sunshine, rain and protection from harsh weather. These other conditions are sometimes described as the corporate culture of the company.

External motivators are obvious and easy to appreciate but the conditions in the culture that promote intrinsic motivation are less tangible and more subtle. They are easily overlooked in the normal course of business (to our detriment) but definitely should not be neglected during times of change when the quality of our working conditions suffers. Mihaly Csikszentmihalyi (Flow, 1990) has carefully described several interrelated conditions that will support the development of intrinsic motivation that are useful for managers to recognise and act upon. Recognising these conditions can provide leaders with additional “power tools” to effectively manage and lead people during the storms and stresses of change (both positive as well as negative). You probably will not find these principles to be very surprising because they are common sense descriptions of uncommon wisdom.

One of the basic principles of good management is that people operate under Clear Rules that are specifically defined and consistently applied – in both word as well as in deed. Second, people need to have the perception of Achievable Goals that are within their grasp. In order to know if we are on the right path to success we all need Intermediate Objectives with timely and realistic Feedback. The perception of Choice and Control over our actions are essential features promoting intrinsic motivation. Last, if we are allowed (indeed, encouraged) to use our Multiple Intelligences Strengths as a means to accomplish our tasks then our motivation will be at its highest (see Table 2).

We can maximise intrinsic motivation when we bring a multiple intelligences perspective to each of these principles. Rules are expressed both linguistically and logically via writing, spoken or even visually. Examples of this include the signs and other visual reminders promoting safety procedures and the statistics that identify particularly hazardous situations. If the rules are perceived to be logical and linked to safety and to production goals; then compliance will be maximised.

Human resources management requires a combination of the interpersonal and intra-personal intelligences. An employee who perceives his performance goals as being beyond his capacities will have his/her motivation undermined. An accurate self-understanding can help to create a better balance between goals and performance. How feedback on performance quality is communicated can impact how the person feels about the job. During times of change personnel can feel left out of the conversation and “out of control.” It is hard to know what choices are available when standing on shifting sands.

In the Face of Change

Successful adjustment to change is facilitated when we hear a coherent story that makes sense to our Head. It is even more helpful when our company displays caring for what matters to our Heart. These elements help us and the organisation to function during a difficult transition. If we are to go beyond mere survival and make progress towards both our personal and professional goals then a dialogue that speaks to our Spirit is required. This is the place where our Head and Heart are deeply connected in constructive and meaningful ways to the life of our group.

As our opening quotations illustrate, work can mean very different things to different people, but it would be an error to assume that a person's job is merely an economic "business transaction" defined solely in terms of dollars and cents. The social, cultural and emotional implications of one's job/career are complex and deeply personal. There is no need for a supervisor to play the role of the office psychologist but attending to needs and concerns of the workforce can contribute to both individual achievement as well as promoting team performance. A cultural change in an organisation can provide the opportunity to reveal new and meaningful ways.

The multiple intelligences (MI) can help us to realise growth opportunities and to develop the capacities of our essential "human resources". However, management can only go so far in its efforts to lead people successfully through any transition. We need to help employees to see themselves as "self-directed leaders" able to navigate their way through challenging times. A shared understanding of each person's MI profile can provide a powerful foundation for mutual planning and creative problem solving (more on this in Part 2).

We can bring a new view of each employee's abilities and future potential to contribute to the company by reviewing their multiple intelligences strengths and limitations. The value of an MI perspective is that it describes a rich and meaningful set of skills that constitute an organisation's "culture" that contributes to its productivity and well-being. An employee can contribute in many ways to the organisation's success. Likewise, a company can contribute in a multitude of ways to the employee's work efficiency and personal well-being. This interaction can be the key to high performance and maximising intrinsic motivation.

A full appreciation for one's MI strengths can activate positive, practical ways to respond to change. An MI perspective can encourage creative thinking in the midst of uncertainty and problem-solving during times of confusion. It can also draw out skills previously unrecognised in people who might otherwise keep a low profile and remain silent sufferers.

If most cognitive testing provides a black and white image of a person's abilities then an MI assessment gives us a 3-D full colour high definition picture. Areas of latent potential can be discovered and their applicability to the functioning and well-being of the organisation can be discussed.

It is not always easy to make these connections when everyone is focused on the daily routine and the most obvious skills that people use to do their jobs. It takes a bit of extra time and concern to search beyond the obvious to find the best fit between the person and a position. A change or shake up in the normal course of events can be a good time to initiate a new kind of dialogue between each employee and management. Periods of change can offer opportunities to reconfigure roles so that despite the turmoil everyone is creatively working towards a win-win situation. A multiple intelligences perspective provides a powerful framework to guide just such a conversation that speaks to the Head, comforts the Heart and engages the Spirit to work towards mutually meaningful goals. ■

About the Author

C. Branton Shearer is a neuro-psychologist who has taught on the creative and practical applications of multiple intelligences since 1990 at Kent State University in Kent, Ohio. He is the creator of the Multiple Intelligences Developmental Scales (MIDAS™ www.MIResearch.org) that has been translated into 12 languages and implemented by educators and researchers in more than 20 different countries. He is the founder of the American Educational Research Association Special Interest Group, Multiple Intelligences: Theory and Practice. Along with Mike Fleetham, Shearer is the author of *Creating ExtraOrdinary Teachers* (Continuum Network Education). Teachers College Press published his book, *MIndful Education for ADHD Students: Differentiating Curriculum and Instruction Using Multiple Intelligences*, coauthored with Victoria Proulx-Schirduan and Karen I. Case. He has also written *The MIDAS: Professional Manual* along with six additional books guiding the practical applications of The MIDAS™ assessment to enhance teaching, education, leadership and career planning.

Brain Health

Maintaining your most important bodily engine

BY HAROLD TANG

BRAIN HEALTH CAN be examined from the age old perspective of body-mind-spirit. Put in another perspective it would be the physical, neurological and psychological aspects. A simple way to keep our brains healthy is to maintain a three by three good brain fitness regime.

Body: Physical Aspects

The first three relates to the physical aspect. Firstly, eat for your brain, secondly, exercise your body, and thirdly, rest.

Just as we eat for heart health, we can eat for brain health. Studies have shown that the brain needs certain amount of fats and oils to maintain good neural cell health. These good oils are found in fish, especially deep cold water fish such as salmon. Other good sources of brain food are nuts, seeds and olive oil. Be careful of saturated fats and trans fats. For nuts and seeds, choose the baked version over the fried or roasted versions. You should try to eliminate all trans fats from your diet, these are specially high in cream-based snack foods. A good supply of minerals such as selenium and zinc are just as important, and these are easily found in deep green, and other colourful fruits and vegetables.

Exercise your body. Not only does exercise supply richer oxygenated blood to your brain, it also improves blood circulation. An additional benefit is that your brain gets to exercise the cognitive aspects of exercise such as estimating distance, speed and hand-eye co-ordination.

Finally, rest is just as important as exercise. It is during this time that the brain repairs itself, rewires and regenerates via new cell growth and hormonal productions.

Mind: Neurological Aspects

The neurological aspects are: learn new skills, solve problems and make simple changes.

Learning new skills challenges the brain to develop new neural pathways. Solving problems exercises the neural circuitry between various parts of the brain that specialise in encoding memory, analysis, pattern recognition and more.

Indeed, solving problems is something we do everyday. However, when people retire or stop working, this aspect of brain health can get neglected. Over time, this lack of problem-solving activities can lead to mental deterioration and atrophy.

Making simple changes are often a paradox of life. On the one hand, people are striving for stability (less changes and less uncertainties), however, too much stability or certainty is not good for the brain. The brain is designed to help us adapt to changes, and so if there is little or no change, that function of the brain becomes unused and therefore deteriorates. Thus a certain amount of change is good. Changing driving routes, change the way you eat, or the places you shop is good for brain health.

Soul: Psychological Aspects

The psychological aspects are meditation, relationships and staying motivated.

Meditation is essentially about taking time to reflect and to filter out external noise and disturbances. You need not go for meditation classes or be specially trained to meditate. A simple routine such as spending the first 15 to 30 minutes of the morning quietly on your own, with a good cup of coffee or sitting at the park to reflect about the past day or the day ahead is a simple way to meditate. Listening to music or reading poetry or an inspirational article can also be a good form of meditation.

Relationships are a part of good brain health. Having a soul mate, or a friend you can confide in helps to maintain good brain health. Keeping up socially with a group of friends with whom you can "be yourself" is also a good way to keep your brain healthy. Socialisation is an important but often neglected part of brain health.

Staying motivated helps you to be brain fit. People are motivated by different things. For some it could be that favourite meal that they've been looking forward to. For others it could be that deal that they'll be clinching,

or the project that is going to be completed. Whatever it may be, you need to know what you can set as your motivation for the day, week or your stage of life.

Final Words

Finally, you may not need to be concerned with all nine areas of brain health, for if you're like many people in the thick of their career, aspects such as learning new skills and staying motivated might already be fully activated. What you probably need is getting enough rest. And if you belong to the group who is retiring from active career, you would need to focus on eating for your brain and keeping its cognitive functions well-oiled by being involved in community work, making simple changes by travelling occasionally.

So go on, get set to maintain your most important bodily engine – your brain – and keep it healthy and fit all the time! ■

About the Author

Harold Tang is a researcher on thinking and the brain. He presents frequently at international conferences on thinking and has a deep interest and passion on brain development and health issues. He is currently conducting research on thinking tools in corporate management processes.

What's Your BQ?

Brain quotient games and puzzles

Here are seven questions to test your "brain quotient" (BQ). Try answering them in one sitting, it should not take you more than 10 minutes.

1. In a marathon, if you run past the second runner, which position will you be in?

Answer:

2. In the same marathon if you overtake the last runner, which position will you be in?

Answer:

3. Helen is four-years-old, Tom is six-years-old and Joseph is 10-years-old. How many birthdays did these kids have in total?

Answer:

4. A 4kg male chicken takes 80 mins to cook while a 4kg female turkey takes 1 hour and 20 mins to cook. What might account for this?

Answer:

5. A professor's brother died and left all his money to his only brother. However, the professor never received any money even though it was paid out legally. What happened?

Answer:

6. You just got your brand new two-seater cabriolet. One night, way past the time where buses ply the road, you were driving with your top down and you passed a secluded road bus stop and saw three people, your good friend, an injured old lady and your dream partner. You can only take one passenger. What would you do?

Answer:

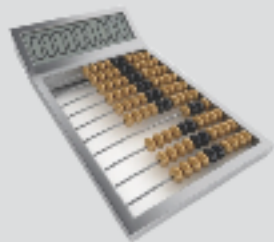
7. **As the tourist boat passes a luxury yacht, the tourists noticed to their horror five bodies floating around the yacht. There was no one on board the yacht. The yacht appeared undamaged, no signs of struggles or attack was found. As the coast guard arrived, the tourists were all wondering what happened? What do you think happened?**

Answer:

Answers

1. You will still be in second place. You will only be first if you overtake the first runner.
2. You cannot overtake the last runner. There is no one behind the last runner in any race.
3. 23 – because each had a birthday when they were born. You celebrate the 1st birthday when you are 1, but it is actually your second.
Questions 1 to 3 plays on our logical, mathematical thinking. The answers we tend to generate would be – first place for Q1, second last for Q2 and 20 birthdays for Q3. These mathematical logic does not take into account the realities of the situation. Sometimes we get tripped up by pure logic. A way to overcome this problem is to use visualization to check if the answer or prediction are reasonable when they are played out like movie in our minds. It is then that our brains will check itself and say “wait a minute ...”
4. 80 mins and 1 hour 20 mins are the same.
The brain sometimes get fixated with a certain train of thought that blinkers it to other facts. The brain has a natural “narrow” focus, which helps its owner to survive the massive information that it receives every second, however as with any system, it has its negative aspects. Therefore a critical thinking model that can be used here is to check everything.
5. The professor was a woman.
Assumptions and biases are natural. Without it our brains would go into data overload. But assumptions and biases can also prevent the brain from finding solutions. Hence knowing when to suspend assumptions and biases is a skill in problem solving.
6. You give the keys to your good friend to drive the old lady to the hospital, and you stay with your dream partner.
This solution is a result of flexible thinking. Flexible thinking explores all angles and seeks to be generative in thinking, allowing many possible solutions to surface and then choose one. If you get stuck in thinking you must be the driver, then you need to think more flexibly.
7. The people jumped off the yacht to swim, but unfortunately there is no ladder at the side of the yacht. Since there was no one on board, they could not call for help, so they died of exhaustion.
In this puzzle, there would be many competing explanations, however the most logical (given the circumstances) would be as explained. This form of thinking is called the law of parsimony, or more elaborately called Ockham’s razor. The razor refers to shearing off the unnecessary complex theories. Ockham’s razor is simply defined as “other things being equal, the simplest explanation is the best”.

Science of Magic



Did you expect this?