



Primordial Leadership

Unleash the Results Animal in You ... and in Others

THE SUMMARY IN BRIEF

In *Primordial Leadership*, seasoned C-executive Larry Duckworth applies cutting-edge neuroscience to the business world to reveal why people behave the way they do — at the most basic “Primordial” level — and how to leverage these powerful behavioral insights into extraordinary results.

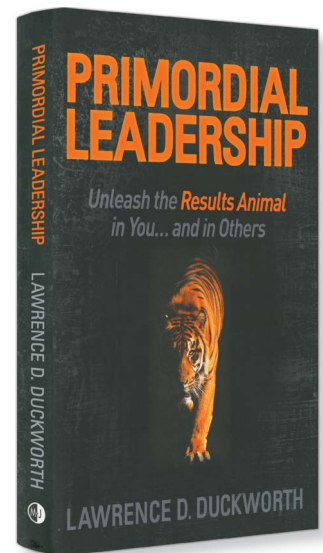
Science has identified that our most basic Primordial Drive™ as humans is to perpetuate the species’ genes. Duckworth goes further and identifies how six enabling Primal Drives™ — Safety, Self-Interest, Hope and Transcendence, Honesty and Trust, Energy and Time Optimization, and Sociability — are at work in specific leadership settings. Harnessing these deeper Primordial forces present in all human “animals” can clearly differentiate you as a more powerful, valuable leader to both your followers and from the peers with whom you’re competing.

Duckworth’s C-level practical, Primordially based advice has been field-tested and proven in private and public businesses, non-profits and government entities. *Primordial Leadership* will help you ignite zeal; improve innovation; effectively manage strategic, annual and operating planning; avoid change resistance; and know what to do when there is “no way out.”

True leadership excellence is within you. It’s time to unleash the beast!

IN THIS SUMMARY, YOU WILL LEARN:

- Effective Primordial Leadership To-Dos.
- The six leveragable Primal Drives.
- Steps that will help align Primal Drives to change.
- How to envision success and then execute the vision.



by Lawrence D. Duckworth

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THE COMPLETE SUMMARY: PRIMORDIAL LEADERSHIP

by Lawrence D. Duckworth

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For additional information on the author go to www.primordialleader.com.

Preface

The fact is that you, all of your peers and all of your stakeholders are *animals*. Science has taught us, as animals, that the deepest Primordial Drive at the core of all of us is to perpetuate our species' genes, no matter what. More than any other drive or motivation we may experience in life, this Primordial Drive is the most powerful, pervasive drive of all.

The Primordial Drive is enabled by consistent, powerful Primal Drives™, and all can be leveraged via the Judo Principle™ for results-generating leadership. Effectively “unleashing the animal” in you and in others will yield many results, benefits and rewards by taking your leadership to the next, A-player level.

The Primordial Drive and the enabling Primal Drives represent the key, *deepest possible* “Why” behind our behavior. When an understanding and leveraging of the Primal Drives is combined with the power of envisioning and values, the improved leadership results can be remarkable.

As business leaders, we are after results and are on a constant quest to better achieve those results. Developing our envisioning capability, applying core values, and leveraging the six Primal Drives, with provided methods and tools, are a way to consistently do so, when used in self-management, leadership, marketing, sales and other relationships. The six Primal Drives are

1. Safety
2. Self-Interest
3. Hope and Transcendence
4. Honesty and Trust
5. Energy and Time Optimization
6. Sociability

The first three, in order, are the most powerful and prevalent, and the second three slightly secondary in power. Different combinations of the Primal Drives, or a “marbling” effect, will exist in different situations. The “art” of leadership lies in understanding what kind of marbling achieves results per situation.

The Judo Principle, applying the principles of Judo/Jujitsu, means proactively harnessing the power of the key, basic Primal Drives *for* you, rather than letting them overcome you. The Judo Principle can also be used for all forces you encounter, pro and con (the latter for turning problems into opportunities).

The leader who understands the true, underlying, controlling Why of behavior motivation and then Judo-leverages the insights is the one who will achieve better, deeper, more powerful results. ●

A Brief History of Western Leadership Thought in the Last 100 Years

To establish the context for the new art of Primordial Leadership, we must first summarily trace the evolution of leadership thinking in the last 100 years in the industrial regions of the world, especially the West. A seminal evolution/revolution in “modern” leadership thinking started in America and continues to develop today. This context shows why the focus on Primordial Drive and its enabling Primal Drives is the next step in continual leadership excellence.

During the Industrial Revolution, workers were treated as veritable servants. Prior to more modern sensitivities, workers up until the early to mid-1900s were very typ-



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ically subjected to low status, harsh roles, abusive conditions, poor pay, and even physical danger and death.

Attempts to unionize to gain power for workers started to gain traction in the late 1800s, originally often by women. In the later 1800s and early 1900s in the U.S., Samuel Gompers and others eventually founded labor unions to fight for more worker power against the top-down, one-sided impositions of industrialists.

More modern leadership views began evolving in the early to mid-20th century in the West. As economic strength increased, there were more societal pressures for owners to be more compassionate and flexible.

Maslow, Herzberg and Drucker

The mid-20th century work of Dr. Abraham Maslow was a major breakthrough in beginning to better understand human behavior in the workplace. Maslow set up a hierarchic theory of needs. All of his basic needs are instinctive, equivalent of instincts in animals. Maslow's basic needs are as follows:

- Physiological needs (Air, Water, Food, Shelter)
- Safety Needs
- Needs for Love, Affection and Belongingness
- Needs for Esteem
- Needs for Self-Actualization

Maslow importantly described the *impacts*, or the *results*, of the underlying (yet unidentified) Primal Drives, including a flow of needs as each lower level was met, and thus by identifying their symptoms, he got close to the lower, causative Primal Drives.

Dr. Frederick Herzberg, a psychologist and professor, helped us understand even more about human motivations, with his Two Factors Theory. As explained by Joseph Gawel of the Catholic University of America: "In summary, *satisfiers* describe a person's relationship with what she or he *does*, many related to the tasks being performed. *Dissatisfiers* have to do with a person's *relationship to the context or environment in which she or he performs the job*. The *satisfiers* relate to what a person does, while the *dissatisfiers* relate to the situation in which the person does what he or she does."

Satisfiers include achievement, recognition, work itself, responsibility, promotion and growth.

Dissatisfiers include pay and benefits, company policy and administration, relationships with coworkers, supervision, status, job security, working conditions and personal life.

In terms of the Primal Drives, Herzberg missed the deeper Why causal factors, but he did reflect the marbling nature and impacts of them in varying, complex situations.

Dr. Peter Drucker of Harvard has been called the most influential management thinker of the 20th century. His books were and are devoured by leaders.

He stressed five key things:

- Managing time
- Choosing what to contribute to the organization
- Knowing where and how to mobilize strength for the best effect
- Setting the right priorities
- Knitting all of them together with effective decision making

Drucker's "Five Most Important Questions" were

- What is our mission?
- Who is our customer?
- What does the customer value?
- What are our (target) results?
- What is our plan?

Successful leadership yields *results*. Drucker says to focus on the key areas that will make the biggest difference, picking only the key ones as important, communicating the Whys (including why the rejected alternatives are not as strong), gaining emotional support, and executing to exceed plans.

Primal Leadership, the 2004 evolutionary book by university professors Daniel Goleman, Richard Boyatzis and Annie McKee, got the closest yet to the key Whys behind how to successfully get the most out of yourself and others. It presents many compelling scientific studies and surveys linking the brain's functions to management.

In addition to being based on direct observation, Primordial Leadership moves the ball forward from these great minds by addressing the very deepest Why behind behavior and providing powerful, practical tools and insights. ●

Summary of the Primordial Drive and the Enabling Primal Drives

The Primordial imperative is to survive the very competitive, unsympathetic "natural selection" process that is required for survival and to perpetuate the genes of the species, which is the most basic, "primordial," DNA-level drive of all.

Thus, we need to proactively understand, appreciate and leverage that core drive and its enabling Primal Drives in all human interactions — as an imperative. We need to realize several very important things:

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- There is indeed a deep, primordial “factory” or “engine” that drives our genes’ survival probability.
- Along with strong, spatial cognitive envisioning skills and values, leveraging the Primal Drives provides strong, differentiated capabilities relative to those less knowledgeable. This allows us to stand out as different and more valuable.
- While we may know the term “Primal Drive,” until now we have not deeply understood and applied on a purposeful basis the unequalled powers of the Primal Drives for better and different business results.
- Although we may not have been consciously aware of them, the Primal Drives are even more pervasive and powerful to utilize than leadership training and management books to date have identified! New insights allow new skills and actions.

The Six Primal Drives

Think of the Primal Drives as being the quiet but all-powerful “operating system software” that secretly manages everything we do, but well below the conscious/awareness level.

1. Safety: Safety is the most controlling and pervasive Primal Drive we have, and it needs to be proactively harnessed *at all times*; yet its power and pervasiveness are usually not sufficiently understood or not used strongly and purposefully enough. It is the elephant in the room, and we must *always* harness it to avoid getting trampled.

When change or a new opportunity or a challenge comes up, we will, far below the conscious level, instantly first determine if the contemplated action or situation is Safe or not — or if not acting is perhaps even more unsafe. The scope and importance of the issue will determine the degree to which this factor plays.

2. Self-Interest, including greed, selfishness, self-realization and some narcissism: Adam Smith spoke of the Self-Interest drive in his *1776 Wealth of Nations*, noting “the invisible hand of self-interest” as being pervasive and vital to success. He was correct.

Even though second in power of the Primal Drives to Safety, Self-Interest is the most controversial Primal Drive, especially if no Sociability is involved (taking into account what is also good for others) as a brake. Self-Interest (greed) is a derided Primal Drive, but it is a key to business, democracy and capitalistic prosperity. It is key to wealth being generated for others, versus all being at subsistence levels.

3. Hope and Transcendence: These linked drives are a forward-looking Primal Drive that leads to Safety and

Self-Interest *in the future*, recognizing that change is inevitable over time.

Leadership that evokes a vision, hopefully correctly, automatically communicates Hope. The loss of Hope is when most relationships finally end, including at work and at home as well.

Transcendence is a Primal Drive for constant change and improvement over time. It provides a change openness mentality if properly positioned and explained. A key is to credibly paint a vision of what the planned actions will *avoid* in the future or even now.

4. Honesty and Trust: Honesty and Trust Drives are protectors of Safety, Self-Interest, Transcendence and Sociability, today and tomorrow, and are kind of a “third-dimension” protective Primal Drive for managing results via people relationships over time. These are powerful drives and important to Judo-leverage, but truth must be pervasive to be successful. The Honesty and Trust drive results in all of us having a good barometer of the character and thus dependability (Safety) of other parties in a relationship relative to our own self-interests.

The fact that “the truth hurts” has led some to believe that being evasive or dishonest is the easier path. However, other people have very rich “antennae” and will subconsciously quickly pick up honesty and trustworthiness concerns.

Honesty and Trustworthiness are powerful Primal Drives to be Judo-leveraged for you and not against you. Such drives must come from the core of individuals to be received as real and not just “put on.”

5. Energy and Time Optimization: The Energy and Time savings Primal Drive is responsible for very innate, DNA-level, important sub-drives such as laziness, procrastination, continually seeking easiness and convenience, taking shortcuts and saving time. There is a drive in us that says to save Energy calories for emergency use when needed and to do so purposely. Thus, laziness and procrastination are no accident; they have a core, DNA, genes-protection purpose. Saving Time has the same imperative.

When the Energy or Time cost is worse than the gain, we do not act, which may seem lazy or procrastinating, but it is deeply calculated. It is Primordial.

We constantly strive to get more results from our Time use. We see Time as a priceless resource and try to optimize its use for gain. We constantly look for more results in a time period. We also understand that “timing is everything.” It is an underlying Primal Drive.

What are some everyday examples?

- Easy-open packages
- Fast-food drive-thrus

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- Express lanes in the store
- Pre-packaged foods
- Bullet trains
- Microwaves
- HOV lanes

These examples did not just happen. They were *caused* to happen by the low-level energy surplus/time saving Primal Drive.

Habits are a result of this Energy Optimization Primal Drive. *Comfort zones* also form due to ease and Energy savings control — and Safety probably, since the present outcome is pre-known versus variable. These comfort zones become the enemy over time due to changes constantly occurring. We get comfortable with the status quo and do not want to expend the energy to change or accept the risks.

6. Sociability (Constraints on Self-Interest, to Enhance General Safety): Sociability has a genes-perpetuating purpose far beyond just being nice. Per Dr. Gazzaniga of the UC Santa Barbara Center for the Study of the Mind, “... Social relationships are merely byproducts of behavior originally selected to avoid our being eaten by predators” (or today, being beaten by competitors, technological change, the economy, or legal changes, the authors add).

Sociability is not a whim or accidental. It is a key survival drive, varying in intensity across individuals, is most strong in trying situations, but is the weakest Primal Drive generally. The power of “strength in numbers” causes us to protect Social circles and ties that can contribute to our Safety, Self-Interest, Energy saving and Hope/Transcendence. This drive requires us to obey mores, customs, ethics, etc., such as the Golden Rule.

Owing to nurture variances, some are obviously better than others at Sociability, and some need it less than others due to the confidence and comfort of operating alone or having insecurity about being around others.

Altruism is centered in the Sociability arena. There is Safety strength in numbers by helping others and getting the rewards indirectly by contributing to causes others will reward. Yet, altruism often fades quickly when higher-order Primal Drives are controlling, which is a special challenge to volunteer and charity organizations.

The *combination* of understanding the importance of the Primal Drives, envisioning, and values and executing this understanding via the Judo Principle is a $1 \times 1 = 4$ combination. Each without the other is incomplete. The combination is essential to optimal results. Together, good

insights, visions and ideas that are motivational to others are powerful and provide a path to success. ●

The Importance of Envisioning and Values for Leadership

Stephen Covey suggested that we “begin with the end in mind.” Differentiated leadership requires an innate ability to intangibly and spatially *envision an end beforehand* and the path to get from here to there (like working a maze backwards).

Great athletes envision success and then execute to the vision. Creative people, like architects, composers and others, envision the result *before* they start. A leader must do the same. A literal back-to-front “roadmap” vision in the mind is needed. Its motivating force is palpable.

Having employees tell you that they would follow you across a minefield is a metric of your envisioning capability. The other-side, end objectives are valuable to them (justifying the risks), and they know that you know how to navigate all of them through the risks and resistances that will be encountered on the journey.

Once the end is defined, the road to it is automatically more clear. For leading a project, program or entity, moving *right-to-left* is smart when planning:

1. Establish the right end: List goals and what should *not* happen.
2. Then move sequentially to the left:
 - a. Key Success Factors (KSFs)
 - b. Strategies for KSFs
 - c. Tactics for strategies
 - d. Organization
 - e. Assignments for tactics
 - f. KPIs (key performance indicators)
 - g. Deadlines
 - h. Resources
 - i. Measurement
 - j. Rewards
3. Note that this is a Why, What, How, Who, When flow. *Always* use it.

Therefore, in any meeting, when planning or conceptualizing, the ability to first correctly conceptualize the correct end(s) and the optimal path to get there is an important leadership intangible. Being able to “see” how things fit together and correct cause-effect associations, without even thinking about them, is an insight art and a blessing.

This native “spatial” skill of Why envisioning is the number one attribute of a leader, only after core values and the ability to understand the Primal Drives at work.

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Even a narcissistic “jerk” with the right vision who protects the Safety, Self-Interest and Hope of subordinates will have zealous followers because the success potential will be worth the negatives. In the obverse, a nice person in whom no one has visionary faith will have few followers because the vision does not meet Primal needs of subordinates.

Values

Values are significantly learned by life’s experience and are formed on the bedrock of the Primal Drives. The leader’s values will be reflected by the organization.

Here are a few of the key value spectrums for leaders:

- Honesty or dishonesty?
- Risk taking or risk aversion?
- Brave or cowardly?
- Accepting responsibility or shirking?
- Giving others the credit or taking credit?
- Empathy or insensitivity?
- Teaching or blaming?
- Hard work or laziness?
- Working as a team member or being a loner?
- Role satisfied or dissatisfied?

In their book *Growth Thinking*, Simmons and Crawford listed five key value constructs: creating value for shareholders, creating value for employees, creating value for the ecosystem, creating value for customers, and creating value for communities.

Assessing your self-leadership potential and challenges is critical. Either leveraging or overcoming one’s own values and challenges takes total self-awareness, understanding of the need to self-manage and values. Any assessment must be job specific per profiles, EEOC validated, and just one tool. ●

You Can’t Manage Others Until You First Manage Yourself

Before we can get the most from others, we must first master ourselves. Self-management means to at least stay out of the way of others harnessing their own Primal Drives for the organization’s benefit, even if we don’t actively foster their Primal Drives. At a minimum we must not be part of the problem. Hopefully we can be part of the solution.

Just as respect is earned, true leadership power is earned. If others do not sense opportunity based on their Primal Drives being realized, they will be less productive than we

need and perhaps even resistant. Here are the four key elements that we as leaders need to earn true leadership power:

1. We must have the insight and vision to correctly determine *what* needs to be done and *Why*; and communicate it.
2. We must ensure that others’ Primal Drives will be met both by the correct vision and in how that vision is executed.
3. We must practice the needed Values that serve the Primal Drives in others.
4. We must not get in the way, at the very least.

Thus, we must first be worthy of success as a leader. Vision, smarts, bravery, a giving character, inner confidence, values and drive are all required — and self-management, to align and maximize the Primal Drives of ourselves and others — are the combined keys.

With the exception of a powerful, controlling vision, nothing trumps a leader’s emotional commitment to harnessing his own Primal Drives to get others to commit so as to realize their Primal Drives — including other important leadership characteristics such as proactiveness, competitive spirit, street sense, risk acceptance, passion, values and charisma. All of those can and should also exist.

But unless leaders emotionally put their shoulders to the wheel to harness their own and others’ Primal Drives, results will not happen as desired. As a matter of fact, if the Primal Drives are energized, then weaknesses in the other leadership areas can be overcome (except for vision quality and values).

Therefore, energizing the Primal Drives in others does require leaders to live and display the many above attributes. If not, the loss of Safety, Self-Interest, Hope and other Primal Drives will arise in others as barriers to success. We must both talk and walk these attributes at our core. They cannot be faked. It is not what we say but what we do that counts and how we do it. ●

Effective Primordial Leadership

The list below summarizes the actual To Dos for each Primal Drive to be Judo-leveraged in others, which means that we redirect the power of a force to our advantage. Organizing the To-Dos according to the six Primal Drives reveals the important, underlying, DNA-level Whys behind the truisms of Maslow, Herzberg and others. This helps to fortify the value of those leadership bromides by verifying that they are not whims of mere observers but actually reflect deeper, core drivers in all humans, as increasingly discovered by neuroscientists and socio-

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biologists. The six Primal Drives provide a consistent, least-common-denominator construct for leadership action strategically and tactically.

Safety/Risk Aversion

- Be emotionally strong and confident, “charismatic.”
- Be moral and honest, no matter the costs.
- Proactively practice good manners; insist on it for all.
- Be steady, and absorb pain.
- Use insight, vision and fairness as motivators.
- Do not allow politics to exist.
- View all as favorites.
- Communicate well.

Self-Interest

- Be a “giver”; never be a taker.
- Proactively care for the self-interests of others.
- Take calculated risks, even if failure is a possibility.
- Don’t take credit; accept blame.
- Mentor and develop high-potential people.
- Practice using zeal.
- Remember to use Self-interests in action plans.

Hope and Transcendence

- Find and define the higher meanings (resonance) of plans.
- Never let others see you down.
- Never let others see management team dissension.
- Do not let political turfs control results and rewards.
- Practice urgency.
- Provide unlimited merit-based opportunity.
- Facilitate participation.
- See delegation as a means versus an end.

Honesty and Trust

- Never deceive anyone.
- Never cheat.
- Take responsibility.
- Give credit when due.
- Never allow dishonesty.
- Never allow politics.

Energy and Time Optimization

- Be seen as hardworking.
- Be energetic; set the pace.
- Lead from the front.
- Set the timetable.
- Reward hard, smart work.
- Prioritize.
- Decide what not to do or not to do yet.

Sociability

- Be personally secure; be a romantic versus a cynic.
- Trust others.
- Be sensitive.
- Use humor.
- Be approachable.
- Walk around; talk to all, and listen openly.
- Put the employees first and you second.

In just a little over 50 years, leadership success practices have dramatically evolved — and will continue to do so. The cultural, economic, technological and political contexts will also continue to change. But our core Primal Drives will not. However, they just have to be connected to the surrounding contexts by smart, savvy, results-focused leaders who strongly serve the Primal Drives of followers.

Vision, character, confidence, courage, correctly used power and drive are all needed to achieve results in an ever more challenging world. That’s your job. Go for the gold intelligently, with common sense, a giving purpose and vision, attitude, judgment and ethics. Bring out the Primal Drives in your people by practicing the To-Do elements for each Primal Drive. ●

Planning and Effective Change Management

Planning and continual replanning are critical given the reality that not only is change an imperative, but it is even existential. Darwinism, or the survival of the most adaptable, is real, and its power must be Judo-leveraged. The alternative to doing so is very bad, recognizing that change is constant and will define and redefine destinies.

In *Future Shock*, Alvin Toffler noted that the generation at the time would see more innovation than all prior generations combined since any records were kept. Thus, change is continual in humans and is generally caused by four key forces:

- **Technology:** This is the fastest moving and most disruptive driver of change. It is also the best opportunity to change the fastest and best versus competitors.
- **Competition:** Those pesky devils! They are always doing something to change the competitive rules.
- **Laws:** Laws and regulations constantly change and enable or destroy businesses. This is especially true for federal laws. Forecasting these is a major challenge.
- **Economic conditions:** Booms and busts regularly occur. The “Kitchen” and other economic cycles are well

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known. Multiple forecasting services exist to help understand what is coming.

Regardless of the right timing, knowing what changes are coming and the threats and opportunities to be prepared for to Judo-leverage is critical. How do we do that?

First, recognize that just using internal views is silently self-limiting. The hidden, inherent “as is” (change resistant) bias versus the “could be” or “should be” (change causing) is a critical challenge to be overcome from the beginning. Many methods to do so exist, including using facilitators and outside experts. Since they have no “as is” vested interests and can leave, are experienced and skilled at managing the games that will occur, and use proven processes, several types of value are provided.

Building a Change-Resilient Culture

Gaining change acceptance can have stages. These few steps regularly and consistently practiced will insulate people from the change impacts and will help align Primal Drives to change:

- Knowledge is power! Relative to change’s imperative, educate, educate, educate — on the Why, What and How levels.
- Openly and often educate about our natural, Primal, *emotional* resistance to change.
- Regularly communicate, top-to-bottom, that change is the *number-one competitive critical success factor*. Who manages it best wins and vice versa.
- Constantly communicate the changes going on around the company and the impacts.
- Note that competitors’ employees are the same, so this is a change competition between us and them to best self-manage. “Let’s beat those guys!”
- Educate about the *worse-evil* costs of *not* changing.
- Get ideas to adapt to the changes. Reward them, especially wins. Get buy-in.
- Solicit ideas to become the future innovator, driving changes. Reward them.
- Set up “Change Agent of the Quarter”-type reward and recognition programs at multiple levels. Make them real, visible programs. Celebrate successes.
- Do not permit change resisters, openly or quietly, to prevail. Listen to objections, looking for merit in the views. If it’s just for backside protection, shut it down. Sanction if necessary.

It is a law of nature that who best plans and changes wins. Well-thought-out change is important to purposely

pursue regardless of the resistance. Avoiding that resistance is usually the best path: an ounce of prevention is worth a pound of cure.

However, change is a threat for many Primal Drives if not properly and proactively handled. Not doing so is a major inhibitor of progress and may even become debilitating. Proactive methods exist to hopefully preclude change resistance from arising or to quell change resistance as much as possible. Proactive leaders position the company to see change-seeking (which is even stronger than change-resilience) as its key competitive advantage. ●

Conclusion

Thank goodness for leaders! They create jobs for families, enable spending in the economy and its multiplying effect, pay taxes to support governments, contribute people and monies to charities, are the backbone of our economic wealth, and supply the resources for defense from foes.

Being different and better than other leaders is key. Continually improving leadership skills is a hallmark of A-player leaders.

Recognize that your people are your key asset, and *their* Primal Drives are the “fuel” for your organization’s success now and over time. Beyond not being in the way, bring out the best in them.

Study and practice the Primal Drives in ways that are creative and additive. Use the insights, methods and tools that have been provided. Per the Judo principle, proactively practice envisioning and related planning. Apply good values. Proactively get your organization to welcome change as a competitive weapon. Now, go lead! ●

RECOMMENDED READING LIST

If you liked *Primordial Leadership*, you’ll also like:

1. ***Primal Leadership* by Daniel Goleman, Richard Boyatis, Annie McKee.** Great leadership works through the emotions. The authors, experts in the concept of emotional intelligence (EI), describe what managers and executives must do to become emotionally intelligent leaders.
2. ***Drucker on Leadership* by William A. Cohen, PhD.** Management expert William A. Cohen, Ph.D., explores Drucker’s lost leadership lessons — what they are, why they are important and how to apply them.
3. ***The Truth About Leadership* by Barry Z. Posner, James Kouzes.** Leadership experts James Kouzes and Barry Posner share 10 time-tested fundamental truths about leadership and becoming an effective leader.