

FOREWORD

**THE WORLD IS CHANGING
AND SO IS MANAGEMENT.**

TODAY'S MANAGEMENT

As economic, cultural, technological and social corporate environments change and the skills and knowledge of its personnel increase, the exercise of authority may no longer be restricted to authoritarianism or to old fashioned paternalism.

Companies transform into groups and/or conglomerates because of globalization. Their managers no longer have the same influence or the support they used to have because of their job status. Today companies reflect the cultural level of society and the latter has changed drastically since France's modern social revolution in May 1968. As a direct result authority was challenged henceforth on the management front.

As a result of today's technological developments, information has become a cheap commodity and may no longer serve as a tool for controlling. More people, from more and more diverse backgrounds, now have access to knowledge and training.

Job status, controlling information and knowledge are no longer sufficient to legitimize a manager's authority. The manager must also rely on his personal stature; a necessary ingredient to rally teams around him.

HOW THIS BOOK HELPS

My previous book, "Awakening the Manager in You!" was partially inspired by the Success Insights Method. After playing a major part in developing and expanding its core concept and distributing it in France for eight years, I distanced myself from that method in 2004 to create the AEC Color Method in partnership with the **Cleaver Company**; the creator and owner of the original source DISC to which this previous method referred. This DISC system, well known and in use worldwide, is combined with (therefore nuanced by) and expanded through Eduard Spranger's Motivations. To my knowledge it is one of the few, maybe even the only system, to portray and assess an aspect of the dynamics between who we are (the Self according to Jung) and who we appear to be (the Persona according to Jung).

AEC is short for *Arc-en-Ciel*. It is French for rainbow which happens when light is decomposed through a prism. Rainbows happen when light (sun) crosses shadow (clouds). For me, this is an appropriate image for the AEC[©] Method; it is a prism through which we may see, identify and connect elements of ourselves and/or others; elements that were more or less previously hidden, unknown or confused. Bright elements (our strengths) and dark elements (our weaknesses) are all found in the spectrum of the rainbow.

All the pedagogical developments included in my previous book, including the Color Wheel[®] with six additional and exclusive AEC positions, are all incorporated and examined thoroughly in this new edition.

The AEC Method is a synthesis of Carl Jung's Psychological Types, William Marston's DISC theory as well as research on behaviors linked with colors called **The Method of Colors[®]**; the latter is a solid and strong cornerstone that ensures my method can be learned and acquired easily and effortlessly. It also takes into account Eduard Spranger's work on Motivations and offers connections with several other pedagogical, psychological or philosophical approaches such as Transactional Analysis, Neuro-linguistic programming, Korzybski's General Semantics, Ancient Greek philosophy, Chamming's Method, etc.

The optimal performance schema at the heart of this book stems directly from the theoretical content of Chamming's[®] Method¹. It justifies the words "Interactive Management[®]", when referring to interactions needing to be constantly adjusted between ourselves, others and the situation while avoiding the risk of selecting due to neglecting, to a greater or lesser degree, any of these three elements (see Chapter 6).

Another key to good management is the ability to exercise authority appropriately to ensure optimal performance for company or organization **by reconciling self-fulfillment with professional achievement.**

Self-fulfillment refers to the fact that all human beings **generally operate (on the ego level) equally and identically** since:

¹ Schema reproduced and adapted courtesy of Lily JATTIOT, owner of the Chamming's Method[®]

- Reality is always composed of complementary opposites and thus we all share a dual condition; both admirable and pitiful.
- All of us share a common goal of pursuing happiness and avoiding suffering. We achieve it, more or less easily, depending on our difficulty to grasp that :
 - **Other people, whoever they may be, are always different from us in our particular/unique way of operating.** We call this the law of (spatial) difference.
 - **Change is a universal constant** permanently threatening our quest for security. We call this the law of change (in terms of time differentiation). As the Greek philosopher Heraclitus said long ago, “No man ever swims twice in the same river.”
 - **We do not experience the world as it is - we experience our world the way we are.** We call this the law of perception-decision. The philosopher, Epictetus, said long ago: “What upsets human beings is not things but their judgments about things.” This law is further amplified when we deal with unknown parts of our inner self (Jung’s Shadow). We can become more aware of these unknown parts of our inner self by focusing on how we project ourselves onto others.

Professional achievement refers to the need to build an organization and a hierarchical structure of job role-functions in order to work together.

The manager is thus confronted by a core issue about how to reconcile opposite and complementary levels of “equality between individuals” and “hierarchy of job role-functions” (see Chapter 6). Such a task is risky because of possible distortions and/or selections :

- *The confusion between the two levels occurs if just one word is displaced from one term to another: “hierarchy of individuals” or “equality of job role-role-functions” (distortion).*
- *Focusing on the importance of one of the levels while playing down the value of the other “hierarchy of job role-functions” or “equality between individuals” (selection).*

Such distortions inevitably remind employees of their first authority model ever experienced which is the parental forma-

tive model of mother (Anima) and father (Animus) or someone else of importance replacing their parents during their early years.

For Jung, Anima and Animus are the female and male archetypes found within each person generally manifested according to their sexual identity and more specifically manifested in different proportions depending upon the unique person.

We all needed affection, understanding and freedom allowing us to experience the trial-and-error process, to progress through life and to find self-fulfillment by accomplishing our desires (which is more related to Anima). Yet we also needed a clear direction and a framework of reference points structuring our actions in order to achieve and be successful (which is more related to Animus).

This means employees unconsciously expect a totally perfect manager to be both; as much of a mother and father as their own mother or father were more or less present or absent during their childhood. Depending upon the circumstances, these employees will be particularly sensitive and critical to:

- **Autocratic attitude:** they see their manager as the enemy to fight or submit to at the risk of losing their identity,
- **Technocratic attitude:** they see their manager as a drill instructor to challenge as soon as there is an opportunity unless they agree to fall in line sacrificing their individual uniqueness,
- **Utopian attitude:** they see their manager as a fanciful day-dreamer not to be taken seriously whom they can manipulate,
- **Lax-laid back attitude:** they see their manager as a nice but weak humanist not to be respected whom they can lead.

A final key to management is decision making. The quality of our decisions depends upon how well we perceive people and circumstances and how well we judge and make choices based upon our perceptions. Once again, we notice selecting and distorting risks exist. The threat of generalizing also comes into play. It appears the lack of clear vision is also the cause of countless bad decisions that weaken managers' operational efficiency.

We call this lack of clear vision "opinion" since it is a subjective representation of reality about which the aforementioned Marcus Aurelius wrote: "Remember that all is but opinion and all opin-

ions depend on us. Take thine opinion away, and then [...] a present calm; all things safe and steady: a bay, not capable of any storms and tempests.”

This book expands these topics while offering concrete answers. I do not discuss in a detailed way traditional management topics such as conducting meetings, coaching, time management, etc. as they are already covered in countless other books.

The purpose of this book is to offer you additional value beyond what you already know and use in order to help you optimize your professional and personal ways of managing.