

Causativity



For over two thousand years, Eastern philosophy, based on the famous laws of **"Cause and Effect"** and of **"Responsibility"**, has attributed to individuals responsibility for what happens in their lives.

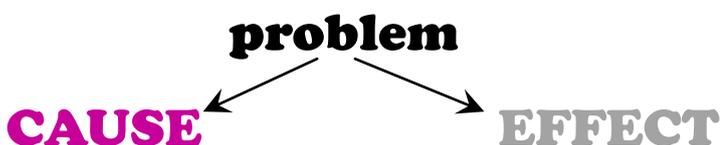
Numerous Western philosophers too, including Aristotle ("It is ridiculous to ascribe responsibility to external causes for our wrong actions"), Shakespeare ("the fault lies not in the stars but with ourselves"), and Albert Schweitzer ("Man must cease attributing his problems to his environment and learn again to exercise his will, his personal responsibility"), over the centuries have made the connection between an individual's effectiveness and his ability **to consider himself the cause of what is happening around him.**

More recently another scholar, Julian Rotter, developed the concept of personal responsibility further. In 1966, Rotter established that some individuals are distinguished by what he calls **"external control"** (in other words, they perceive that their life and what happens to them is determined by chance or by events outside their control), and others by **"internal control"** (in other words, they perceive themselves as agents or causes of what happens). Quite a few studies have shown that, as a rule, **"internal control" individuals are more successful in life and are better able to overcome stress and difficulties.**

We could expand our definition of responsibility in this context and say that

RESPONSIBILITY IS THE ABILITY TO CONSIDER ONESELF THE CAUSE OF SITUATIONS.

When faced with a problem, and by problem I mean whatever situation is not going as we would wish, we can consider ourselves **the Cause (source)** or the **Effect (those suffering the effect)**:



The HTA Personnel Profile

How to avoid HIRING MISTAKES

Hiring mistakes can be costly. Their cost is not limited to the monetary cost for the wages and salary. Think, for instance, at the cost in terms of your **frustration** (and consequent inability to motivate the others in the team) **for the lack of execution**, the costs of lost opportunities, the costs in terms of time lost for training that now you have to re-do on a new person, etc etc.

In a famous interview Steve Jobs explains that by hiring the wrong guy he almost destroyed the company he created.



That is why it is key to know beforehand the potential of the person you are allowing inside the team. Using the **Human Talent Analysis Personnel Profile** you can gain important insights on the applicant productivity and potential before you go ahead.

Testing an applicant for potential and productivity with the HTA Personnel Profile may cost you perhaps 150 dollars or even less but **it may save you literally tens of thousands of dollars** in terms of lost revenue, stress, headaches.

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The Manager's causativity

Effective leaders know that their job is to make those they lead become winners.

Effective managers often spend between 40 and 50% of their time motivating and training their staff.

According to the management guru Peter Drucker, "Above all, Thomas Watson (founder of IBM) trained all the time." **When one of their staff members fails, these leaders accept responsibility** for their poor performance and, in order to identify the cause of that failure, they look at **themselves and their own actions and omissions** rather than at that staff member's.

Such managers not only achieve a more motivated and effective workforce but, by considering themselves the cause, they acquire the prime characteristic required for the purpose of absorbing and developing new skills:

responsibility.



The next time you get into a rage about a mistake or lack of performance by an individual under your management, don't continue to behave like the man who kept looking for his car keys in the house but had actually left them in the car. Insofar as you continue to do that, you will only feel more anxious, stressed, and bad-tempered.

If we wish to improve our results in the management of our staff, the first idea we have to change is that it is possible to develop and even hold on to leadership while we consider ourselves the effect.

K2USA

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The HTA Personnel Profile

EVALUATING employees

Sometimes one of your employee isn't performing properly or you're not completely satisfied of his results.

Evaluating employees and their potential is among the top skills a CEO or a COO should have in order to be successful.

How do you tell the potential of a person?
How can you single out the great performer from the losers?

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THE EVIDENCE

IF in my approach to another person I consider myself the effect, **that person too will behave as the effect**

Causativity, just like being the effect, is **infectious**. If I am dealing with a person and, as I argue with him, **I consider myself the effect**, he will in turn consider himself **the effect (of me)** and think that it is me who is not understanding or not explaining myself properly. How many times have we witnessed two individuals blaming each other and, as we watched them, we knew that the more they blamed each other the more likely they were to go on fighting?

Causativity is infectious too, but unlike being the effect, this infection doesn't occur immediately. **It happens with a short delay**. In the case of a controversy with a person, I have to consider myself the cause once, twice or even three times before I can see that this person is reflecting my attitude and is in turn beginning to think that he, too, bears some responsibility for what happened. We could go as far as to say that

**THE CAUSATIVE MANAGER CREATES CAUSATIVE STAFF
and**

THE "EFFECT MANAGER" CREATES "EFFECT STAFF"

In other words, when you are dealing with an employee who made a mistake and, considering yourself the effect (**thinking they are to blame for the mistake**), you go up to them and say, "You don't understand any of this, look at the mess you're making!", they are very likely to think (though they would certainly not tell you) that it is actually **you who are not explaining things properly**. If, conversely, we adopt a causative attitude when we deal with an employee who has made a mistake, saying for instance, "**Look, it's not you that hasn't understood this but it's me who hasn't explained properly**", it may be that nothing will happen the first time, but after two or three times of your speaking to them in this way, they will say to us, "**No, listen, IT'S ME WHO HAS TO PAY MORE ATTENTION**". **In other words, they too are becoming more causative.**

THE FIRST FACT ABOUT LEADERSHIP

LEADERS ARE INDIVIDUALS WHO GIVE ORDERS OR MAKE REQUESTS THAT THEIR STAFF CARRY OUT WITH PRIDE.

IN OTHER WORDS, IF WE HAD JESUS CHRIST, ONE OF THE GREATEST LEADERS IN HISTORY, WITH US TODAY AND HE ASKED US TO DO SOMETHING, WE WOULD DO IT WITH PRIDE.

The same would happen with Gandhi, or with other leaders in history or still living. We would certainly not say, "Oh yes Jesus, I understand. Unfortunately my favorite baseball team is playing tonight. I'm sorry but I really have to go home", or "Ah, does it really have to be tomorrow Mister Gandhi? No, look, tomorrow is Saturday. I've been working for two consecutive Saturdays and I really need to rest this weekend." On the contrary, we would be electrified by their requests. We would be honored to be party to their plans. This, however, happens not only with the great leaders in history. All individuals with good leadership skills will have their requests carried out by their staff with pride. There is something else we should know, however: it is not possible to develop leadership over a person if we consider ourselves the effect of that person. Unless you feel that you are the cause of how a person is, unless you feel that the behavior of that person depends solely on you, you will never be able to develop your leadership over them.

YOU CAN ONLY DEVELOP LEADERSHIP OVER THOSE WHOSE BEHAVIOR YOU FEEL YOURSELF TO BE THE CAUSE OF

CONSIDERING OURSELVES THE CAUSE OF OUR STAFF'S PERFORMANCE AND STATE OF MIND IS TRULY THE KEY THAT CAN OPEN OUR DOORS TO LEADERSHIP.

THE ONLY WAY TO RESOLVE A PROBLEM
is to consider yourself the cause
when you tackle it

We found that in 100% of cases all employee motivation and improvement programs tend to fail **unless the person at the top of the company hierarchy espouses causativity**. If managers don't learn to consider themselves the cause of their staff's performance and productivity, then any human resource improvement program will yield meager results at best. I am not saying that you are always to blame if your staff's productivity is not as you would wish it to be. In some cases it might actually be your fault. In other cases it might be due to the staff themselves.



Yet even when it is clear that responsibility for something not done properly is to be ascribed to the employee who did it, **you should not forget that you are the leader of the company** and the attitude you adopt may lead to either the resolution or the exacerbation of the problem. If you consider yourself the effect when you interact with your staff and believe that they are to blame for the fact that they are not delivering, not learning, are making mistakes and are demotivated, **then YOU ARE SIMPLY MAGNIFYING THE PROBLEM**, because, while they may be to blame for some things, your very attitude will make them become withdrawn and get worse.

**IT IS IMPOSSIBLE TO IMPROVE INDIVIDUALS
IF WE DON'T CONSIDER OURSELVES
THE CAUSE OF THEIR
PRODUCTIVITY AND PERFORMANCE**

THE BOOK

The New Leaders
A Leadership Manual for
the Management of the
Third Millennium

Paolo A. Ruggeri is a leading authority on leadership, people management and training of personnel. He has been training business owners and professionals in Europe and the United States for over twenty years. In his book *The New Leaders* he is making available to readers the successful techniques and actions developed in the course of fifteen years' work, which have helped numerous small-to-medium sized companies to achieve a leadership position in their own markets. *The New Leaders* has sold over 50,000 copies in Europe alone.



In this newsletter we publish an excerpt from the tenth chapter of the book where Paolo explains how developing your staff's potential.

The New Leaders, a Leadership Manual for the Third Millennium Manager, is available on [I-Tunes](#), at leading bookstores in the United States and directly from the author by writing to info@paoloruggeri.net. For more information about Paolo Ruggeri's books and services visit www.paoloruggeri.net

Don't miss the opportunity to read Paolo Ruggeri's first and most famous book: *The New Leaders*. The book will help you improve your leadership skills. It contains practical advice and smart tips you can apply immediately to increase your staff's effectiveness.

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