

## A REVOLUTION IN THE MANAGEMENT OF PEOPLE AND TEAMS THE THEORY OF MULTIPLE INTELLIGENCES APPLIED TO MANAGEMENT AND TEAM WORK



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### ABSTRACT

In this paper, I demonstrate how the "New Psychology" is changing Management Techniques and how it helps improving team efficiency. The Theory of Multiple Intelligences developed by Harvard's Dr. Howard Gardner is the basis for this all new, but already proved practice, which helps break resistance to change and greatly incentivates creativity, intuition and competence in VE teams.

This paper also discusses why known managerial techniques fail many times in motivation of people and their engagement with organization's or team objectives.

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### INTRODUCTION

Psychology as a science, in the past 100 years, has been the basis for all the management techniques developed so far. Whether it is leadership, a motivation, a conflict management or a communication topic in

the training of individuals and teams. All these theories are now, known to be wrong, because the "old" Psychology has also proven to be wrong!

Experimenting with people, to determine their behavioral patterns, was in the past, very limited, and most of these experiments were developed with animals, and then checked by evaluating similarities with human behavior. The laboratory white rat, was in all these years, the favorite test specimen of psychologists, up to the point when advanced technology entered the Psychology laboratories.

With computers, its peripheral equipment, and proper software, a revolution is taking place in Psychology, in its basic concepts of human behavior, and as a consequence, in all management techniques as well. With this, it is possible to experiment directly with human beings, with no risk of any harm to them, and as a consequence, much more accurate findings about the mind processes.

Understanding how human mind operates, is the key factor to develop all these new scientific approaches, theories and conclusions. We are now able to interpret human minds processes, without having to use any animal as test specimen, what was the main reason for distortions in the conclusions obtained.

If we look at figure 1, we can compare (no scale, just a pictorial example) both, the human brain and the chimpanzee's brain (known to be the most advanced brain, excluding humans); in this figure we can see not only the difference in size, but the areas (shaded) that are activated when in use. The chimpanzee's brain is activated in its total mass, when the specimen is developing mental effort to resolve a simple quiz, while the human brain is only partially activated, when the effort is to resolve complicated problems, requiring intensive use of logic, creativity, memory or all mental abilities. The remaining portion of the brain, gives the expectancy that the not used potential for mind power is still to be explored, it gives us a view of what men can still do.

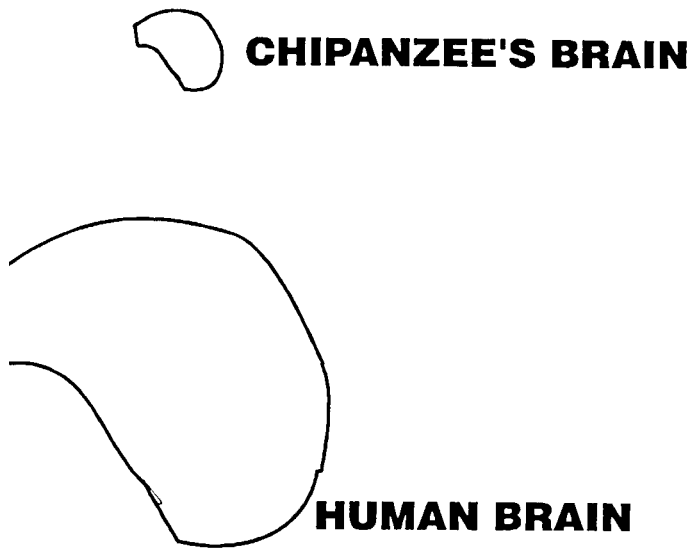


Figure 1

This comparison is important to understand the change we are now facing in the behavioral science: The laboratory animal specimen, can only react to stimuli repeatedly imposed by the scientist, for example, being conditioned to a given behavior to obtain food, or water. It is obvious that one may obtain similar conditioned behavior from people, if we use similar techniques. But the human mind has a tremendous power of self command, that many times makes it difficult to apply these conditioning techniques to all individuals in the same manner.

People are not chimpanzees or rats. They have a mind which has attained a self command capacity that overcomes even the natural instinct of preservation, purposely taking risks, calculated risks, to achieve

results, or to explore possibilities beyond natural reactions.

This is why, taking this under consideration, new concepts have emerged about the mental process, and its control over individuals behavior. This paper intends to demonstrate how the mental process is viewed today, its way of developing thinking and behavior, and the practical application to management of people and teams.

SCHEIN'S ORJI CICLE

Observation, Reaction, Judgement and Interference are the four steps of the mind process, according to Schein, as shown on figure 2. In all these steps, the human mind is in command of the process, be it a conscious or unconscious command.

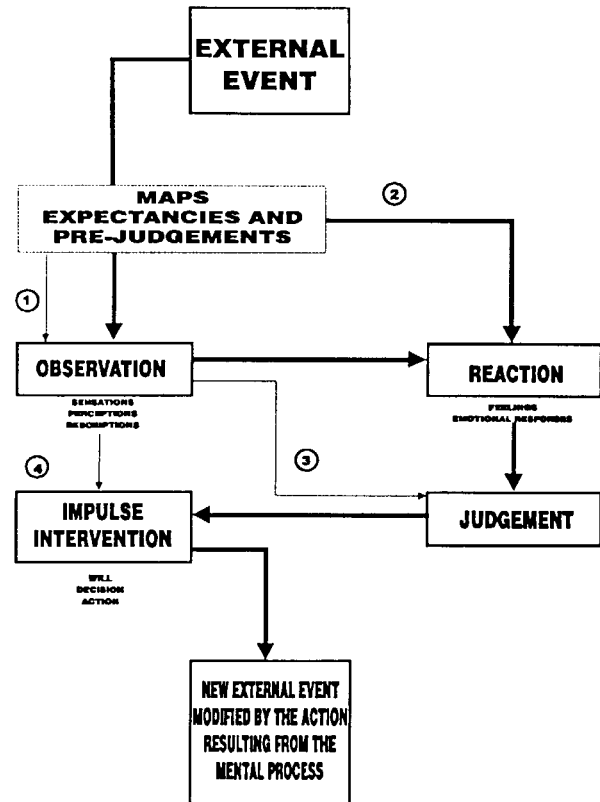


Figure 2

When facing any external event, which is an input to our mind, requiring any type of interference from us as a result of our mental analyses, Schein has developed the ORJI circle, which demonstrates that: we mentally receive this external event through our maps, determined by our expectancies and pre-judgements. These maps, are responsible for different

people receiving same events in different ways and interpretations.

This interpretation of the facts, are than analyzed in our mental process, in the observation step, where sensations, perceptions and mental descriptions are developed. Faced with these, we react with emotional answers or sentiments; depending on the mental process managing by our mind power, we may bypass the judgement step, and interfere with the emotional conclusion. If we are in control of the process, that is, developing the process in full conscience, then we will go to step three, judgement. This is the step of the use of our intelligences full capacity, and if we know how to do it properly, the inference will certainly be more to our requirements and benefits.

The action we take, as a result of the mental process developed as a consequence of an external event, may very well modify this event, or cause another event to happen, which requires a new circle of the mental process, and so forth. This brings us to the conclusion that thinking is not a process, but a final product of the process!

As a final product, it can be constructed and controlled during its construction, by our mental power, and if this is done consciously, we may be able to greatly improve our mental capacity and the control of the inferences we make. Understanding the Theory of Multiple Intelligences, is the way of doing this.

THE THEORY OF MULTIPLE INTELLIGENCES

Prof. Howard Gardner, a Harvard's Psychiatrist, developed the Theory of Multiple Intelligences which he demonstrated in his 1982 book *Frames of Mind*. Our brain is in command of so many different powers, different specialties, that it is as if we have many different intelligences, which we may use differently, if we learn how to manipulate them to

assume control of our mind power, and determine which intelligence we want to be alert, and determine how to go through the ORJI circle during the building of a thought.

According to Gardner, we have different intelligences, like musical intelligence for example, and some of us have it better developed and used than others, but we all have it, and may learn how to put it foremost over others, and get good musical results from our inferences.

Following Gardners theory of multiple intelligences, and based on years of experience and experimenting with individuals and team behavior, we described five intelligences which we believe are in action when we operate as professionals, and are of importance in defining ones attitudes and behaviors in the working environment.

These five intelligences are shown and described in figure 3.

**THE THEORY OF MULTIPLE INTELLIGENCES**

INTELLIGENCES	CHARACTERISTICS
1 - INSTINCTIVE	Responsible for instinctive decisions, like self-preservation and protection.
2 - SOCIAL	Know as "the conscience", is the result of the social formation of the individual, from his childhood up, responsible for decisions directeb by ethical, moral, religious values, etc.
3 - CREATIVE	Develops in differents manifestations , like: <ul style="list-style-type: none"> <li>- musical intelligence</li> <li>- spacial intelligence</li> <li>- choromatic intelligence</li> <li>- aesthetic intelligence</li> <li>- inovative intelligence</li> <li>- etc...</li> </ul>
4 - LOGICAL (TECHNICAL)	Is the a ability to make decisions based on a logical reasoning , using the acumulated knowledge.
5 - INTUITIVE	Responsible for decisions based on the proper combination of creativity and logic, with strong effort to turn unconscious information into conscious.

Figure 3

Instinctive intelligence and social intelligence, are of the restrictive type, or, when they are alert, they tend to restrict our entrepreneurship, by cautioning us, sang, during the reaction step of our mental process: "DON'T! You may be in danger, or you may put your job at risk, or it is not honest, not proper, etc."

Logical, creative and intuitive intelligences are

the "YES, DO IT" type, are the impulsive intelligences, the ones that favor our entrepreneurship. If we learn to put them over the restrictive types, we are going to achieve, to evolve, innovate, and determine our own future.

Of course, all five are important to our safe journey to the future, because there are times when being cautious is the right attitude, and we must learn to make the judgement of which intelligence we have to activate. But, the naturally active intelligences are the restrictive ones, and we must always make greater efforts to use the impulsive intelligences.

Let's see now, in figure 4, how the five intelligences operate to command our mental processes when they are in alert, and what type of resulting behavior we expect from it considering the working environment.

THE MULTIPLE INTELLIGENCES AND THE BEHAVIOR RESPONSE

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RESULTING POSITIVE BEHAVIOR	DISCOMFORT	INVOLVEMENT	COMMITTEMENT	ENCHANTMENT
LEVEL	UNSECURE	MOTIVATION	EMPOWERMENT	ENERGYZATION
INTELLIGENCES	INSTINCTIVE AND SOCIAL	CREATIVE	LOGICAL	INTUITIVE
ENGAGEMENT	SECURENESS	DEMOTIVATION	CONFLICT	REPULSE
RESULTING NEGATIVE BEHAVIOR	COMFORT	DISINTEREST	FRUSTRATION	DESENCHANTMENT
(-)				

Figure 4

Of course, this is only to understand the differences of the mental process, when one of the multiple intelligences is in alert, but we know that we cannot put only one of them in operation, zeroing out all the others. We know that we can manipulate them with our mental power, to make best use of each one.

To train ourselves to use our different intelligences, is the first step to improve our working

performance. Learning how to show to others the same thing, how to identify, from other's behavior, which is the intelligence that is in alert, and work with them to use their mental power to manipulate their own intelligences, is the key to manage people through their minds.

THE POWER OF DREAMS

To dream of the future, is the most powerful way to bring about our mental power, and put it to our service! People that do not have a dream about their future, do not have a real challenging goal in life. They are people that will never get motivation, get enthusiasm, get enough push to perform outstandingly. Those that do have a dream, are those that may be moved to motivation, team work, develop competence, achieve!

It is a Managers duty, to identify these two types of people within his group. Those who have a dream, if he knows how to challenge them, they will perform. Those that do not have a dream, will serve only to do jobs that are simple and do not require involvement. They will not perform, and will always stay as the ones to be told what to do.

There are people, that don't know how to dream about their future but may learn and become a performer. A manager must identify them properly and teach them how to dream, using the Dream Circle shown on figure 5.

THE DREAM CIRCLE

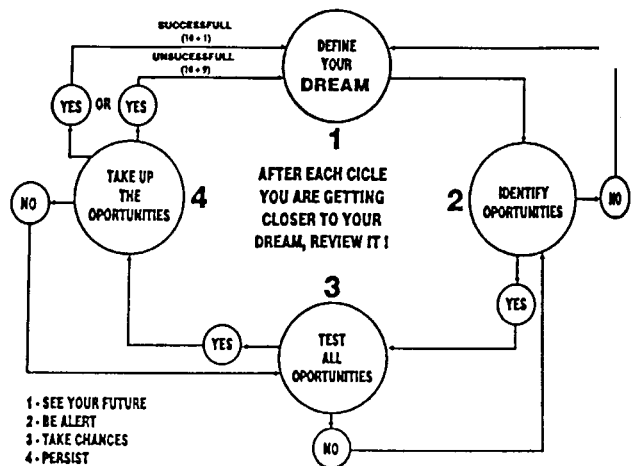


Figure 5

IMPROVING INDIVIDUALS AND TEAM PERFORMANCE

No one can perform if he or she does not have a dream. This applies to individual performance or team performance, or even to a whole organizations performance. The dream of the future!

An individual's dream is determined by his or her ambition and personal challenges. A team's dream is determined by a solid challenging goal to be achieved, and an organizations dream is determined by a well defined and disseminated Future Vision.

Managing individuals, teams or organizations, is a job that requires as a initial step, determining what is the dream, describing the challenge, convincing about it. The Power of Dream is the detonation for the Power of Mind. No dream, no power to control our own mental process.

Let's concentrate on team work, which is one of the most important issues in VE. Following are the required steps to develop proper team performance, using the power of our minds:

1.- Select individuals who are adequate.

As discussed, only those individuals who have the possibility of using the Power of Dream, should be selected for a true team work. Those who have their firm goals in life, are the ones that will undoubtedly engage in the team goals and efforts.

It is common to see team members who only participate in any discussion or effort when the team leader or his/hers colleagues consistently require their effort, but never give spontaneous contribution. From my experience in Brazil, in every team you have about 20% to 30% of team members in this condition; they are the non performers, because they do not have the Power to Dream. These members are normally a liability to group's performance.

The team leader must discuss with all probable team members, before selecting them, to evaluate if they are in condition to use their Power of Dream to

emulate their motivation and engagement.

2.- Team preparation

When all members are selected, it is important to develop team's dream, or determine common goal which all are in total agreement about the challenge. Never impose goals to a team, let it form its own goals, which we find are normally more demanding and challenging than most imposed goals.

To develop teams dream, the Circle of Dream may be used, properly adapted for groups of people. Remember, that a group of people only form a team, when there is a common accepted goal or dream.

Sometimes, to define the teams dream, there is the need for lengthy discussions about the project, its impact in the organization, the individual capabilities to participate in it, and, if it is a VE project, it is important to give to all participants a good overview of the VE method to have a more intelligent discussion.

The team members must be aware of its mental process potential and work in mutual support to keep all members impulsing intelligences in constant alert. For this reason, it is important for the team leader or team consultant, to be in full domain of the Theory of Multiple Intelligences, the ORJI circle and the use of The Power of Dream, passim them to the team members.

3.- Incubation step

It is now time to discuss the project from the point of view of its development. A good starting point is to define a chronogram of meetings, team structure, and eventual expenses, trips, visits to different places to collect data, etc.

For a VE project, this corresponds to the preparation phase.

4.- Team is ready to face the challenge

At the end of every meeting, during the project development, it is important that the team members reserve a time for reviewing the team dream, members motivation, and individual and group's performance. Keep the challenge up!

CONCLUSION

The system of managing people, using the

concepts of the Theory of Multiple Intelligences, the ORJI Circle and the Power of Dream, has been in practice for over a year in four different organizations in Brazil, and in the initial stage in several others. These four organizations are a sugar cane and alcohol manufacturer, including its agriculture operations, a private hospital, a process industry and a manufacturing operation (metallurgical).

The program consisted of a complete adaptation of the organization's culture to the "New Psychology" methods, that of course takes a long time to implement. However, what was amazing, was that after a simple Seminar (24 hours) for all the

directors and managers, and applying the team preparation, it was quite obvious to all, that results in behavior and in measurable figures were outstandingly high. This was even more important, When we consider that in two of these organizations, there was already a Total Quality System implemented.

In view of this experience, it is my conclusion that this "Revolution in the Management of People and Teams" is a positive answer to improving performance up to levels never achieved before, and specially for those involved in VE, it is an important addition to improve projects results.