

Day one: Basic management

Conflict is the root cause of nearly every management problem. It wastes energy and destroys cooperation, teamwork, personal initiative, care, productivity and quality. Failure to resolve conflict results in stress, frustration and resentment, the destruction of personal relationships and turnover of personnel.

In this one-day seminar you learn that we *are* controllers, it is our nature to control, and that our attempts to control others beget conflict. You learn what control is and how it works. You see how control gives rise to conflict or cooperation, depending

What is Purposeful Leadership?

Purposeful Leadership is an educational training program which explains, illustrates, demonstrates and applies a functional model of human self-direction. This model expands on what many people already intuitively sense but cannot articulate, because they have never seen it explained.

The model is called Perceptual Control Theory (PCT): a detailed explanation of how thought becomes action, physiology and feelings. Because PCT offers an understanding of the nature, structure and function of the purposeful process all humans unknowingly use to live, it enhances our effectiveness and satisfaction as leaders, managers, salesmen, teachers and friends, both in the workplace and in our personal lives.

Running a company, department or team has been more difficult than it needs to be because we have lacked an understanding of human behavior that actually fits the way human beings work. With PCT, leaders and staff can learn the same proven understanding and effective approach. You deal with your associates at all levels the same way they in turn deal with customers and suppliers. Dealing with people no longer has to be complex and confusing, a matter of luck, a gift, or something best left to specialists.

PCT is not just “another management theory.” There are many different management theories, where “theory” means “rules and expectations based on experiences and some suggested explanations.”

Understand and resolve conflict Build confidence Develop productive relationships

on what individuals want and how they see things. Control is not a dirty word. Control is necessary for life and being “in control” or contented is satisfying. It is when others attempt to control us that we resist and dislike it.

You can avoid and resolve conflict by asking questions and offer information so your associate can be more “in control.” This builds confidence in your associates and develops caring, productive relationships. The result is mutual satisfaction and committed associates.

These kinds of management theories do not always work. They are very different from theories in the physical sciences of today, where “theory” means “in-depth explanation of causal mechanisms, verified in physical experiments.” PCT offers testable physical explanations of how behavior results from our personal purposes and perceptions as we interact with our environment. The clear concept of PCT lays a foundation for a new physical science of behavior. This is why applications of PCT can cover much ground, be consistent and effective, all at the same time.

PCT is a science of human self-direction which has been developed, tested, and documented by a multi-disciplinary group of researchers both inside and outside academe.

PCT explains which leadership actions work and **why**. It provides a yardstick by which other management development programs can be measured, because of the “hard” scientific rigor it brings to the “soft” life sciences.

PCT is readily understood and intuitively satisfying. PCT shows that people are purposeful, acting to control their world so they perceive it the way they want to: behavior is the control of perception.

Will Rogers’ saying applies to our knowledge of people:

*It’s not what we don’t know that gets us in trouble
—it’s what we know that ain’t so.*

PCT greatly simplifies our understanding of motivation and behavior—it helps us see what ain’t so, and we can begin to get out of trouble.

Comments from participants

- This has been an excellent overview of the PCT theory and your hands-on “how-to approach.” Your worksheets are excellent and I particularly enjoyed the “enlightenment” of getting into the “student’s world.” “What do YOU want” is well on its way to a lasting place in my management vocabulary.
- You have done an excellent job of creating a more people centered paradigm for interpersonal interaction.
- The overall concept had great intuitive appeal. It feels right, makes sense, and can be applied in day to day work life and family life. I have seen the personal benefits of this course in my work life.
- Understanding how we all work is useful and practical.
- Love the message and the messengers.
- The “control” mode was excellent. It makes sense.
- The explanation of humans as a control system, their wants are the driving factor behind their actions; that observing behavior alone doesn’t give insight, was done excellently.
- Phil Crosby seems to take to the threat out of the manager or supervisor by saying “the problem is not the person but the process”—PCT seems to focus on the person (in a most humane way). You have plugged a big hole for me by showing me how to deal with people problems rather than avoid them.
- Attaining a new methodology that is non intrusive for determining the root cause of a “problem.”
- This tool empowers the communication between people, resulting in increased productivity and success for the project and company.
- Your extensive background knowledge and in-depth understanding of PCT shows in everything you do.
- Confrontations with your boss do not have to be one-sided. Solving problems is a lot easier with a plan.
- This course helps emphasize the importance, and shows results of listening and understanding. Creates team work.
- I think PCT has a bright future. It makes sense.
- Shortly after our PCT class I was made leader of our development team. I’ve been frantically mapping wants ever since.
- The general ideas work for me.
- I’ve never had heavy involvement in management, supervision or leadership. Your seminar opened that world for me. Many, many thanks.
- It has expanded my awareness of the motivation of others.
- My questions were answered honestly throughout the course. My concern is that others value this program as much as I do.

This seminar was developed in the 1991-94 time frame and presented once on three consecutive Wednesdays to a group of engineers at a high-tech company.

Comments were made by participants on feedback forms filled out at the end of each of the three sessions and one form mailed several weeks later.

Next time I present a seminar, I want to spend some time discussing with participants what they are most interested in learning from PCT, and how they want to learn it. I expect to present material in a different order with each group of students, in modular fashion, in order to keep the presentation of PCT as interactive as possible.

Dag Forssell