Manager development programme

Action Logic

Models of adult human development, stages and crisis

In our work, we meet people characterised by extremely different Action Logic. Some think almost exclusively about themselves and what is most important to them: they destroy motivation, commitment, joy and optimism around themselves. Others can listen, understand and surround their team with a special kind of care: if they can lead others, they become effective leaders in their communities.
Psychology of language

Language forms

narrative and paradigms, propositional calculus, parts of speech, inflectional forms

What is said is one of the most specific manifestations of our thoughts, attitudes and preferred ways of action: it can be recorded, written down and subjected to a reliable and precise quantitative and qualitative analysis. Studying language is our passion and the most basic method of work.
Analysis of facial expressions

Emotions and motivation

Facial Action Coding System, Paul Ekman 70’

The Facial Action Coding System was published by Paul Ekman and Wallace Friesen in Facial Action Coding System: A Technique for the Measurement of Facial Movement in 1978. This publication has forever changed the modern way of thinking about emotions and the approach to their recognition and research.
Chosen references
Emotion analysis
Authors

Prof. Kazimierz Twardowski

Prof. Albert Tarski

Prof. Stanisław Leśniewski

Prof. Tadeusz Kotarbiński

Prof. Jan Łukasiewicz
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Prof. Jane Loevinger

Dr Susanne Cook Greuter

Prof. William R. Torbert
Co-founder of Global Leadership Profile (GLP)

Dr Robert Kegan
Dedicated Development Programme

• Development Session (Recording)
• Transcription
• Language analysis – Preparation of report
• Individual meeting (feedback & coaching session)
• Cognitive-behaviour training sessions
Language analysis – eg. forms

• Questions
  • None
  • Yes/no questions
  • Open questions

• Tense of verbs
  • Past tenses
  • Future tenses
  • Present tenses

• Usage of numbers
  • More.. Less.. Big.. Short.. Faster.. Slower.. Maybe.. Like.
  • Specific amounts, numbers, calculations
6 language profiles

- Opportunist
- Diplomat
- Expert
- Achiever
- Individualist
- Strategist
Opportunist – *Take first game*

- Focused almost exclusively on himself.
- Does not take into account anyone or anything.
- Listens only to his/her own needs and emotions.
- Uses others for his/her own benefit.
- Breaks promises and declarations.
- Lies, steals and hurts (… people in the company and his/her closed ones).
- Customers’ needs and values are irrelevant (… they will not buy this product again anyway).
- Emotions and feelings of employees are only a threat (… they have no alternative anyway).
- Focused on the game and manipulation (*who will take who?*).
- Conflicts and misunderstandings.
Diplomat – *Tell me* game

- Focused on his/her own fear.
- Tries to avoid what he/she is afraid of (difficult task, conversation with his/her superior, decision-making).
- Denies what he/she sees or hears.
- Wants to believe that *everything is fine*; that it *will all be fine*; that it *should be nice*.
- Just in case, does not take a clear position.
- Does not want to be wrong once again.
- Likes what the majority likes.
- Loves stereotypes and procedures adopted by the group.
- Builds smokescreens, illusions and hiding places.
Expert – *I tell you game*

- Attached to thinking.
- Constantly talks, judges and considers, and always has specific beliefs.
- Claims that such behaviour is completely *justified* because he/she has the adequate knowledge and formal qualifications most of the time.
- It is difficult to interrupt him/her; Even if you succeed, this lasts only for a little while.
- Focused on analyses and systems.
- Does not talk to you – he/she talks to himself/herself.
- Cannot see the world. Is focused on abstracts and technical language.
- It is difficult for him/her to see other, new things that are more detailed, subjective or non-standard.
- The company and customers should act in accordance with the models, theories and procedures described by experts.
Achiever – *Let’s do it* game

- Focused on future, goals and aspirations.
- Behaves like a conqueror. Competes.
- Not interested in making you feel good.
- The situation does not have to be reasonable or in line with accepted assumptions.
- Wants results and effects. Makes pressure.
- The present does not count; only the future that can be won is important.
- Lives in what is just about to happen, worries whether it will be just like he/she has determined in his plans, calendars and organisers.
Individualist – I’m lost game

• After „many years dedicated to goals” a crisis appears (work without joy or satisfaction).
• A mind without goals or aspirations appears.
• Has experience with systems, goals and pressure (knows its limitations).
• Begins to notice more clearly the intentions, feelings and actions of other people.
• Becomes more tolerant and calm.
• Gets a perspective of other persons.
• Begins to listen carefully to his/her customers and colleagues.
Strategist – My best game

• Careful listener (for many years).
• Able to get a perspective to own thinking, own fears, own goals and aspirations.
• Achieves a special kind of sensitivity.
• Very attentive to changes related to what people important to him/her (namely his/her customers, colleagues and relatives).
• Attentive to changes, including the systemic and technical ones in the external environment.
• Has a particular sense of time and others are surprised by that.
• Can predict things and events that others have not thought of.
• Has a special strategic sense that is the hallmark of every effective leader.
• People around him/her feel safe.
• Always come up with something (or have already done it).
• Will take into account what others care about.
Going outside – when you are adult
Manager development programme

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Agenda

• Models of adult human development
• AVIKO Sales force competency model
• HRM on-line platform for Periodic Assessment
• Conversation with employee - feedback
Going outside – when you are little

• small child says „Shoes!”
• “Mum, please put on my shoes because I would like to go out into the yard now and run with other children. I can hear them through the window… it’s open, didn’t you notice?”…

…he or she left…
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Going outside – when you are adult
Plan

• Methods (with authors)
Wyrażenia językowe

[Nazwy]
1. Osoby (ten Jaś, ta Zosia)
2. Przedmioty (ten telefon)

[Performatywy]
Prosiłbym Cię o ...
Radzę Ci..
Chcę, żeby..

[Quasi-nazwy]*
1. Idee (idea koła - koliśość)
2. Abstrakcje (aspekty indywidualów - czarny)
3. Byty intencjonalne (pojęcie)

[Powinieneś]
Nie wolno

[Kwalifikatory]
(np. zielony)

[Rozumieć]
,..., że.

[Emocje]

[Liczby]

[Kwantyfikatory]
(np. niektóry, każdy)

[Meta funktory]
(np. teraz, potem)

[Dlaczego?]

[Meta funktory]
(np. teraz, potem)

[Jak?]

[Czy]

[Nie]

[Jeżeli.. to.. (p -> q)]

[Jest konieczne]

[Jest możliwe]

[Meta funktory]
(np. teraz, potem)

[Performatywy]
Prosiłbym Cię o ...
Radzę Ci..
Chcę, żeby..

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3. Byty intencjonalne (pojęcie)

[Zdanie]
1. Jaś kocha Zosię.

Prawda / Fałsz
Language Action Coding System

[Names]
1. Persons (John, Sophia)
2. Items (this phone)

[Particles]
Do that!

[Performatives]
I would like to ask you ...
I advise you to..
I want to..

[Qualifiers] (eg. green)
You should

[Emotions]
[Predicates] (eg. to love)

[Numbers]
[Quantifiers] (eg. certain, each)

[Meta functors] (eg. now, later)

[Quasi-names]*
1. Ideas (wheel idea - circularity)
2. Abstract (aspects of individuals - black)
3. Intentional ph (notion)

[Particles]
Tautologies
Sexual undertone

[Quasi-names]*
1. Ideas (wheel idea - circularity)
2. Abstract (aspects of individuals - black)
3. Intentional ph (notion)

I understand that..
I hear that..
I see that..
Look, listen, remind yourself
Always, never
Little, much, many

I would like to ask you ...
I advise you to..
I want to..

You should

[Qualifiers] (eg. green)

[Emotions]
[Predicates] (eg. to love)

[Numbers]
[Quantifiers] (eg. certain, each)

[Meta functors] (eg. now, later)

Is necessary
Is possible

Do you..?
Is it..?
How many?
Should
If.. then.. (p -> q)

Is necessary
Is possible

And
How?
But
Why?
No..

True / False

[Quasi-names]*
1. Ideas (wheel idea - circularity)
2. Abstract (aspects of individuals - black)
3. Intentional ph (notion)
Leśniewski theory of semantical categories
Unconventional

- Art of war
- Rock–paper–scissors