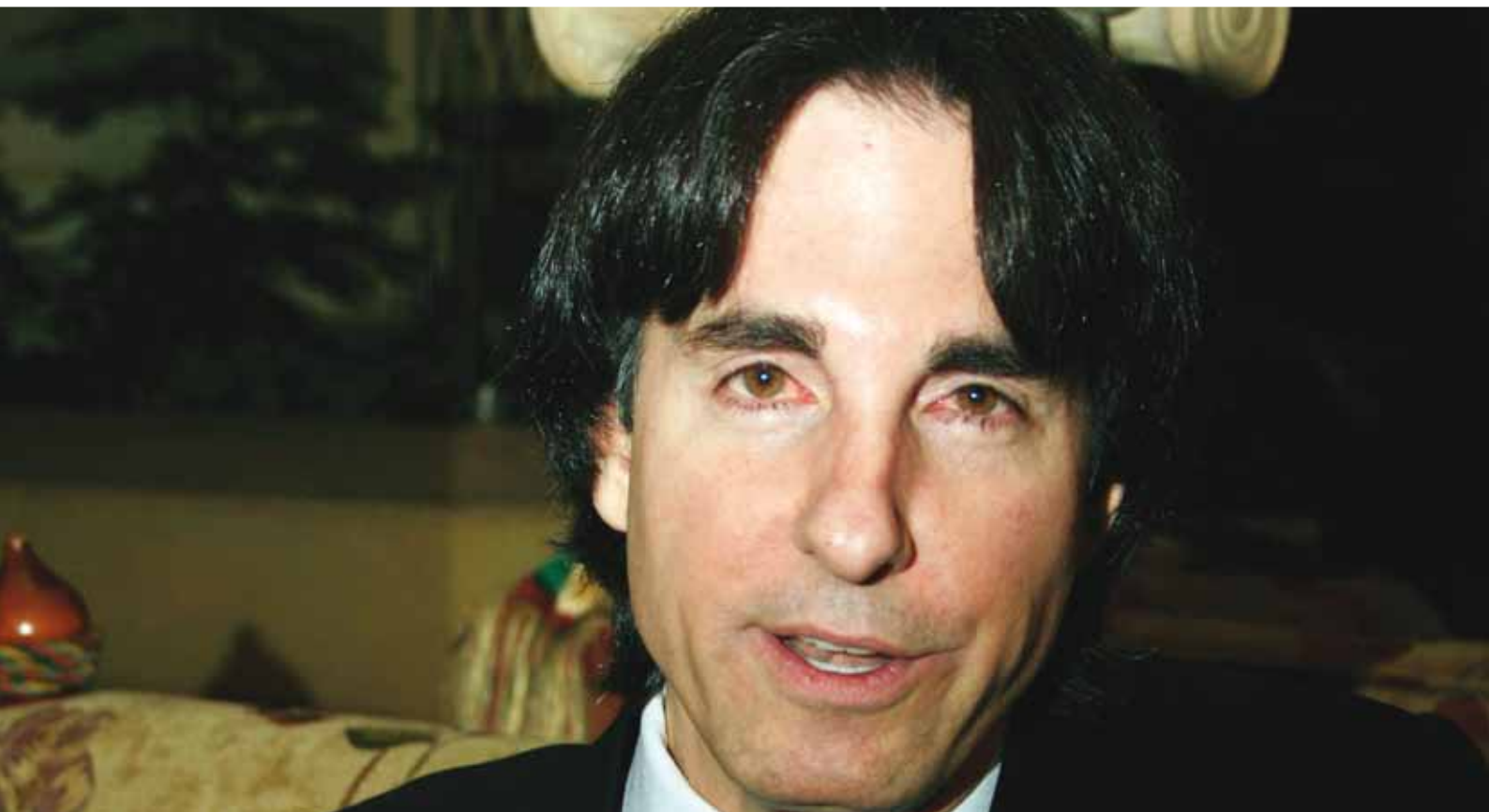


Leaders are humans, **not** heroes

“Wise leaders know that they have character traits that are perceived as supportive and challenging to society’s values. The only difference between wise leaders and ordinary men is that such leaders know how to manage their so called good and bad sides and balance the support and challenges they face and handle paradoxes within themselves.”



Dr John Demartini, Founder: Demartini Institute

Human behavioural specialist, teacher, author and sought after authority on maximising human potential, Dr John Demartini, adds that globally society often hero-worships, instead of appreciating the balance and respecting their leaders.

It is unwise to ever expect leaders to be only one-sided and only so called good, as such a being does not and will not exist. Even the greatest leader has what some will label shortcomings and even indiscretions, yet we expect these leaders to be perfect. It is somewhat a mass illusion to expect all leaders to be labeled ‘good’.

True perfection is not one-sided – it includes the balance of opposites.

Dr Demartini says that if you look at great leaders like Nelson Mandela, they will not have been supported without also being challenged, or liked without dislike. “Like with any leader you are going to have those who like and those who dislike him. Someone like Mandela will acknowledge this truth of balance and respond according to his own values, knowing he will be both praised and reprimanded

“Each individual lives by a set of priorities, which

stem from their perception of what they feel is missing in their lives – as an example: if they miss money they will search for money. If they miss acknowledgement they will seek acknowledgement. This void dictates to them what is valuable, resulting in a hierarchy of values, multiple voids result in multiple values within them or a hierarchy of values,” he says.

According to Dr Demartini, leaders revolve their identity around their top priorities. Their hierarchy of values dictates their destiny and what they intend to focus on during their leadership. “Whenever they set goals that are congruent with their highest values, they will increase the probability of integrally living out or fulfilling those goals,” he explains.

Dr Demartini says that leaders consciously and spontaneously set goals that are congruent with their highest values. Leaders are inherently disciplined and have focus and intent in their specific area that they are inspired to lead and achieve. Leaders are individuals who are inspired from within to do the things that rank highest on their value priorities, and they do not need motivation to achieve their highest values while followers are individuals who require motivation from the outside since they live according to what is lowest on their value priorities,” he stresses.

“Everybody can be a leader, but only in the specific area of their highest values. Even a gang leader can be regarded as a leader, but according to someone else’s morals this gang leader is not regarded as a ‘model’ leader,” he says, “and society has a hierarchal structure in its collective values. The highest and most important characteristic in a leader is the congruency between what their true highest values, their goals and objectives are. They would not be able to sustain their intentions without this congruency. Followers, on the other hand, have a lower congruency between their goals and values,” he elaborates.

Dr Demartini believes that a person’s identity is an expression of their highest value. “You will not be able to sustain your identity – as a normal person or world leader – if you are not congruent. Every time a leader sets goals that are congruent they ‘walk the talk’ and their certainty levels go up. The certainty by which a true leader directs is directly proportioned to the congruency between their goals and values. People can easily sense incongruency in leaders, especially when one looks at politicians,” he says.

“Nobody is going to live only a one-sided life, but your

highest values will allow you to see and filter the world around you most alertly. Leaders with congruent values make decisions quickly, stick to them intently and sustain the accompanying pains and pleasures of them. Every time a leader achieves congruency and their goals, they expand themselves and take on bigger goals and accountabilities. A leader who knows what his or her higher values are, usually focuses on these values and gains specialised knowledge on them, which allows them to make informed decisions. To add to this, you can’t lead yourself until you have a vision bigger than yourself and live by congruent integrity,” he states.

According to Dr Demartini, integrity stems from the congruency of a leader’s goals and values. He says leaders have a clearer and broader vision, because they are subordinate to fewer people. “As you rise in leadership, you grow in influence. The degree of human subordination lessens, which leads to greater accountability for the leader,” he says.

“A leader has to endure and reprimand praise equally as part of a dynamic equilibrium of opposite value systems – ever present in society. The magnitude of space and time within their inner most dominant thoughts determines the magnitude of their leadership. A leader must have a long-term vision and a bigger time and space horizon than the followers,” he explains.

“If one looks at the context of global leadership, we have experienced an increase in the complexity of management. Should a CEO or President be found guilty on a sexual indiscretion, it will be remembered for the next 50 years, but if a factory worker is found guilty of exactly the same, he will only carry the consequences with him for a short time period. As a leader, one has to endure praise and reprimand of ever-greater domains over ever-greater periods. The higher a person climbs the leadership chain, the bigger the challenges get and the higher the levels of scrutiny of their personal life. You can take the Obama family as an example – two years ago nobody would have showed interest in them, but now they are hounded by the media during their holidays and private time together,” he adds.

In conclusion and as a summary: So whether we look locally or globally, at Nelson Mandela or Bill Clinton, we will see all our heroes have both sides. If we don’t see their other side we put them up on pedestals or down in pits and minimize our own potential. If we put them in balance we liberate ourselves and appreciate the true leader. □