



PRESTIGE | BUSINESS



# SILVER FOXES

WHEN LOOKING FOR GUIDANCE OR MENTORSHIP  
WITHIN YOUR ORGANISATION, TO WHOM DO YOU TURN  
- THE PERSON WHO HAS BEEN APPOINTED AS YOUR  
DIRECT MANAGER, OR THE PERSON YOU FEEL HOLDS  
THE BEST KNOWLEDGE OF THEIR SUBJECT. **DR JOHN  
DEMARTINI** SAYS YOU'RE BETTER OFF LOOKING TO THE  
LATTER BECAUSE THEY WILL HOLD A BETTER NATURAL  
SPHERE OF INFLUENCE.

Influence, according to Dr Demartini, is an organic development based a person's perceived ability to find solutions and to get things done. He says organisations have management and mentor structures in place but they're only likely to be followed if those mentors and managers have garnered respect through their organic success and have earned the right to be seen as a leader.

"We have a desire to expand our sphere of awareness and influence. Anybody we feel can help us in that area, we're going to turn to and that's an organic pathway". He cites the example of pathways that have been created in public parks by the planners and then there are the natural pathways that people use to more effectively walk through the space. Sometimes, he says, the formal pathways haven't been used at all and that's the same thing within

an organisational structure – there are people who are artificially there because it looks good (the paths that have been put there by the planners) and then there are the ones who get the job done (the organic paths that are the more effective way to get through the park).

But, with any form of influence there's the necessity to embrace your 'hero and villain'. Dr Demartini equates it to the Law of Eristic Escalation – whatever one group wants to do to bring order to society, a group of equal size and magnitude will surface to counterbalance it. So it's the person who can rise up and handle the paradoxical pairs to be both liked and disliked and to see how both of them serve their objectives. "In order to get the job done you will make someone happy and you're going to pi\*\* somebody off".

We then broached the subject of responsibility within spheres of influence and whether there's a



responsibility that comes with any form of leadership. The word responsibility, says Dr Demartini, is subjective within the value system of different people. You will act responsibly in your parents' value system if you abide by their rules and in your company's value system if you abide by the company's rules. If you start your own company and do things by your own rules you run the risk of being labelled irresponsible by those who don't share your values.

"You're only responsible to those whom you subordinate to at each level. Eventually you will transcend those levels so you're responsible only to those values that you have not yet transcended above. So the term

responsibility is a relative term based on whom you're subordinating to and whom you've transcended."

To illustrate the offset between responsibility and human values Dr Demartini talks about the old subject of a better career opportunity. We all have a responsibility to our employers to get the job done to the best of our ability and, in turn, receive payment for that job. If another company comes along and offers more money and benefits, the responsibility shifts from the company you work for to yourself and your best interests.

So, ultimately, it boils down to what gives you more advantage over disadvantage as to where your

responsibility will lie. "I know nobody's going to be honest with me unless I give them more advantage than disadvantage by being honest. I know no one is going to be loyal to me unless they perceive there's going to be more advantage than disadvantage to playing that role", he says.

When it comes to influence and mentorship there are things that might not add up in terms of responsibility and character – just as there are negative traits to great leaders but because someone showed a responsibility to themselves, does that make them a bad person? Corruption, says Dr Demartini, is never the title somebody gives if they're getting an advantage out of the behaviour. They only label it corruption when they feel they're being screwed by the behaviour. 🤖

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Dr John Demartini: Human Behavioural Specialist, Educator, Author and Business Consultant



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**Harry Welby-Cooke**  
Master Licensee ActionCoach

Saturday & Sunday, 20 - 21 August 2016 or Saturday & Sunday, 26 - 27 November 2016

Venue: Sandton Convention Centre, Johannesburg

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