



ARE YOU AN OPTIMAL THINKING LEADER?

by Rosalene Glickman, Ph.D.

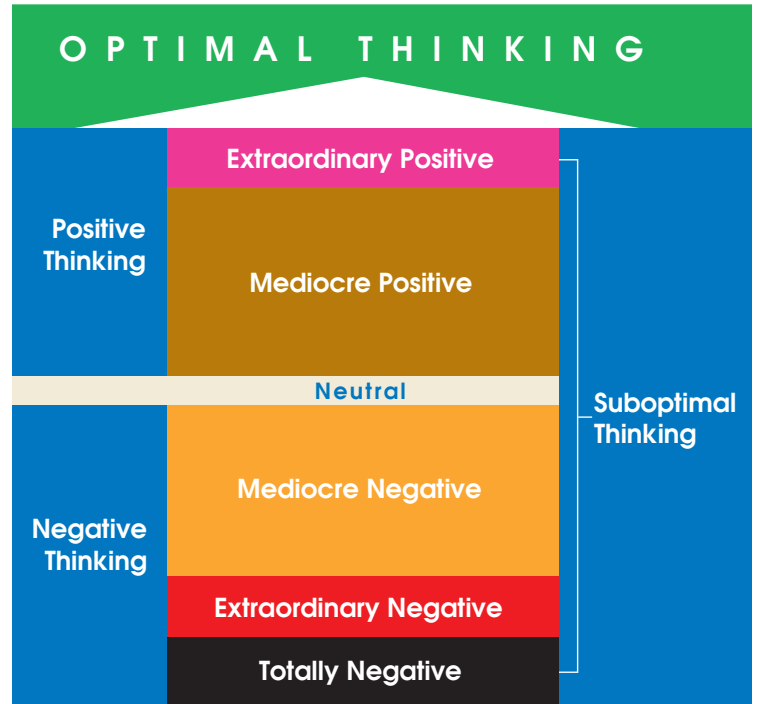
When you're faced with a tight budget, a difficult person, confusion about a career choice, or frustration when obstacles obscure your goals, do you ask: "How can I/we make the most of this situation?" or "What's the best thing I/we can do under the circumstances?" Do you make decisions by considering your options, and then choose the best one?

If you answered "Yes", you employ Optimal Thinking. Actually, we are all Optimal Thinkers. Some people use Optimal Thinking rarely, others use it more often, but most people use it sporadically because they haven't been educated to use this peak form of thinking consistently.

Optimal Thinking, the language of your best self, is the mental basis of best practices and peak performance.

When you use Optimal Thinking, you choose the best actions to accomplish what's most important. You employ the mental software that empowers you to be your best and stops you from settling for second best.

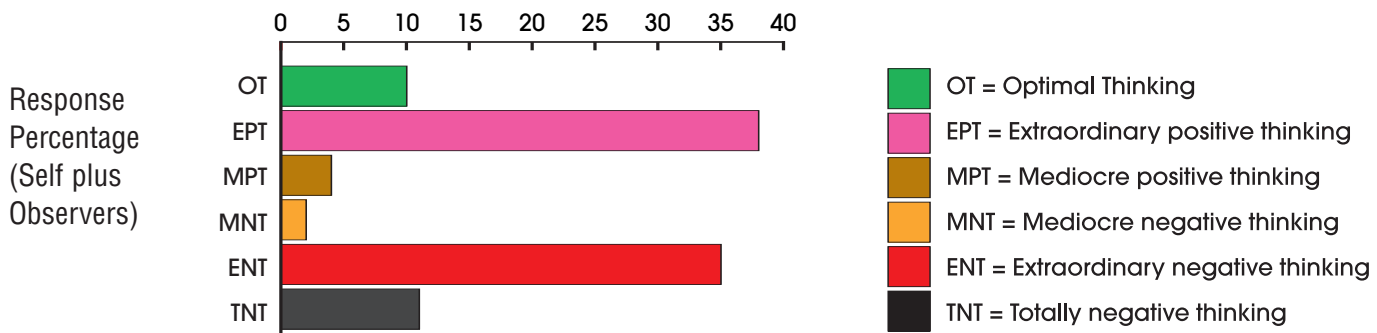
But how do you know what's best? Actually "the best" has a different meaning for each of us. When considering the best criteria for a career position, one Optimal Thinker may think that the optimal choice is the one that offers the highest compensation in the most convenient location. Another may choose to be part of a corporate culture where innovation and optimization flourish, and may be less concerned with monetary compensation.



When you employ this superlative form of thinking, you automatically use words like "highest", "most productive", and "optimize." For example, "What's my/our highest priority?" "What will make each task today most enjoyable/ most profitable?" and "How can I maximize my resources today?"

But, you may have noticed that your thinking is not always in your own best interest. Some executives perform exceptionally well and achieve great results for a while, but their performance is remarkably erratic. These executives cycle back and forth between extraordinarily positive and extraordinarily negative performance.

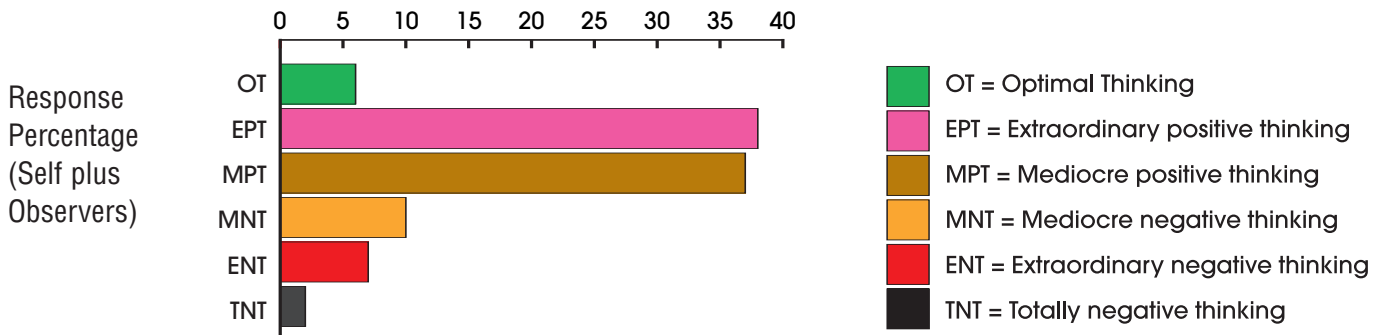
Extraordinarily Inconsistent Performance



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“HOW QUICKLY YOU OPTIMIZE IS WHAT COUNTS!”

Push-Pull Mediocre-Extraordinary Performance Pattern



Others perform exceptionally well and achieve great results, then slip into mediocre performance. These executives fall prey to an internal power struggle.

Such thinking patterns are best resolved with consistent Optimal Thinking.

In the workplace, you can have a mission, guiding principles, critical success factors, strategic and tactical plans, but if your people are thinking and processing information suboptimally, results will be compromised. Even if you implement popular process management programs such as six sigma, and hire people with outstanding skills, every time someone in your organization thinks suboptimally unnecessarily, efficiency, effectiveness, productivity and profits are reduced.

HERE'S THE QUANTUM LEAP!

Suboptimal positive thinkers focus on achieving good, better, and great results. Optimal Thinkers focus on achieving the best possible results.

Suboptimal positive thinking leaders focus on an important priority. Optimal Thinking leaders **consistently** focus on the most important priority.

Suboptimal positive thinking leaders improve profits, manage expectations, increase the customer base and the frequency of transactions. Optimal Thinking leaders optimize them.

Optimal Thinking leaders rise above managing, as managing can be a mere step above incompetence. We rise above improving, as improving is usually “a take it to the next level” linear strategy. We take a quantum leap directly from Bad to Best, Good to Best or Great to Greatest.

Optimal Thinkers are realistic. We understand that all levels of thinking are valuable because they provide us with feedback, give

us reality checks, and serve as optimization signals. We know that many people think in positive terms, yet their thinking is mediocre. These people are motivated by acceptance, fitting in, being part of the mainstream. They work well in administrative and customer service positions. Extraordinarily positive thinkers, on the other hand, are motivated by being remarkable, out of the ordinary, exceptional, and making a difference. Extraordinary positive thinkers are innovators and great sales people. Many senior executives are extraordinary positive thinkers. Clearly, the top performing leaders are generally Optimal Thinkers, with a high percentage of extraordinary thinking.

Now here's something to think about. Mediocre positive thinkers and extraordinary positive thinkers are motivated by opposing drivers. Mediocre positive thinkers avoid actions that will lead to rejection while extraordinary positive thinkers actually reject being ordinary. The different levels of positive thinking can be highly problematic when they are not properly understood. In a workplace team, the extraordinary positive thinker will be the energizer, and could perceive the mediocre positive thinker as a “wet blanket”. The extraordinary positive thinker must respect the mediocre thinker's need for acceptance to bring out the best in them.

Basically, it comes down to this: The more you invest in Optimal Thinking, the more optimal your results will be.

When you make the choice to be your best regardless of the circumstances, and to give every moment your all, Optimal Thinking is your vehicle. You do your best with the hands you are dealt. Unlike mediocre positive thinkers and extraordinary positive thinkers who are motivated externally (by being accepted, or by being remarkable and making a difference), Optimal Thinkers are optimally self-motivated. You don't need reward and recognition programs, or a threat to do your best.

You accept what is out of your control, and optimize what is within your control.

You ask the best questions, to invite the best solutions. You might also employ optimal visualization techniques that top athletes use to picture themselves running their best race. When making choices, you make sure that your heart and mind are in agreement. If they are not in agreement, you consider more options.

Now, although it may appear simple, **becoming an instinctive, consistent Optimal Thinker requires dedication and education.**

You may be wondering: “Is it worth the effort?” Ask yourself, “Is functioning suboptimally in my best interest or in the best interest of my organization?”

If you are locked into a pattern of **reacting** to external demands rather than pursuing a visionary direction, turnaround leadership is best exercised with Optimal Thinking. By implementing Optimal Thinking as a key initiative, you can identify and resolve the **source** of suboptimal market share, suboptimal cash flow, suboptimal processes, and all suboptimal performance... **suboptimal thinking.**

You may be in a company where you can be proactive and execute transformation leadership. By implementing Optimal Thinking as a key initiative, you can champion a long-term supreme vision, establish the best context and direction, align the organization, and execute optimally consistently. Keep in mind, in the absence of Optimal Thinking, slogans like “Simply the best!” are an empty promise. Organizational optimization requires Optimal Thinking.

What’s most exciting is that it’s easy and fun to integrate Optimal Thinking into an organization. Optimal Thinking is not foreign to any of us, and people want to use it consistently.

So how do we do it? We measure the dominant level and patterns of thinking of individuals, teams, departments, or the entire organization with our [Optimal Thinking Online Assessment](#). Together, we determine where and how optimization will have the greatest impact, and define the metrics to measure the results. Then, we implement Optimal Thinking through training, coaching and consulting, measure the results, and your return on the investment.

A start-to-finish mentality and persistence is a pre-requisite. **Leaders must motivate, inspire and model Optimal Thinking to establish an Optimal Thinking culture.** A select number of key initiatives will be selected and followed through to full assimilation into the fabric of your organization. As people

support what they help to create, everyone must embrace optimization, the adaptiveness required, and take pride in being Optimal Thinkers. Then, when they are confronted with problems, they will respond optimally with: “Here is my problem. This is why I believe this is the best solution. What do you think is best?”

To summarize, thoughts are the parents of personal and organizational performance. Optimal Thinking empowers you and any organization to sweep past the bad, the good and even the great into the realm of the highest and best.

ABOUT THE AUTHOR

Rosalene Glickman, Ph.D. is the creator and international best-selling author of *Optimal Thinking*, hailed by academia and the media as “the successor to positive thinking” and the essential ingredient for “personal, interpersonal, and organizational optimization with best practices.”

Dr. Glickman is the President of OptimalThinking.com, a division of The World Academy of Personal Development Inc., **in Marina del Rey**, Los Angeles. She has provided training and consulting for numerous organizations including Johnson & Johnson, BP, U.S. Army, Warner Bros., Young Presidents’ Organization, California State University, Fullerton (School of Business Administration), Mensa, National Australia Bank, Internal Revenue Service, Australian Institute of Management, and Air New Zealand.

Rosalene has been featured on Bloomberg TV, Fox News Channel, CBS Weekend Magazine, New York Times, Association Management Magazine, Government Executive Magazine, Inc magazine, Business Review Weekly, Australian Business Magazine, The Australian, Personal Success Magazine, Successful Selling and Managing Magazine, and the list goes on.

Dr. Glickman is the recipient of the “Woman of the Year” award for National Business Women’s Week in Hollywood. She has been nominated for special recognition by Queen Elizabeth II for Australia’s highest award, The Order of Australia.

Dr. Glickman, who was born in Australia, lives in Los Angeles. She has earned a Ph.D. in Psychology, a Teaching diploma and a degree in Business Administration. You may contact her at **(424) 204-6133.**