Dear Visitor,

As a business author and management revolutionary, here is my "subversive" thought of the day. Contrary to what we have all been taught from childhood onward (especially us guys) feelings are not soft or irrational. On the contrary, nothing is MORE important than feelings because feelings drive behavior and behavior determines organizational outcomes. The most important factor determining ones success in business is therefore how customers and employees feel about the business. It's impossible, I suggest, to be an effective leader, marketer, or whatever unless we understand and manage our own feelings and the feelings of those around us (this was essentially Dan Goleman's message in his 1994 blockbuster book "Emotional Intelligence").

I look at feelings as the propulsive forces that move us. As forces, they obey the laws of emotional "physics." My first law of emotional physics is, "A human being at rest will remain at rest unless acted upon by an emotional force--a feeling." Feelings get us up in the morning, move us from Point A to Point B during the course of our day, and put us to bed at night. It's arrogant and ignorant to make fun of these vital and necessary propulsive forces because without them we'd all be dead, extinct!

Feelings run the show because they are proxies for our vital survival needs. Without them we would be unmotivated to eat, drink, breathe and reproduce. Feelings tell us what we need to survive and the rational mind attempts to fulfill these vital needs. In other words, human beings are primarily emotional creatures and secondarily logical. Emotions rule despite the macho posturing we have all been exposed to.

The booming field of neuroeconomics is helping to set things straight. Researchers are finding that all forms of reward, monetary or otherwise, are created by circuits in the basal striatum, the brain's master reward center. Neurons in the basal striatum fire if we are rewarded with money, rewarded with food, rewarded by a pat-on-the-back from the boss, or rewarded with psychoactive drugs like cocaine or methamphetamine. All rewards, is seems, are encoded as feelings of pleasure and pain emanating from the basal striatum.

Even traditional economists are slowly recognizing that feelings lie at the core of economic decision making, the core of economic utility, the core of customer and employee satisfaction,

and at the core of leadership and organizational excellence. If we could somehow turn off rewarding feelings by unplugging the basal striatum, all activity, including economic activity, would come to a screeching halt because the rational mind, without a feeling-based incentive-system to guide it, would have no idea what to do next (all paths into the future would feel the same--nothing).

If you'd like to explore the laws of emotional physics, you can download some free chapters of my book, "Primal Management," at www.primalmanagement.com . If you are a budding management revolutionary, you are welcome to join my NaturalManagement twitter group (go to tweetworks.com and search for NaturalManagement). FYI: CIO Insight Magazine just voted "Primal Management" one of the “15 Essential Spring Books for IT Leaders.”

Enjoy the wonderful spring weather (in Wisconsin anyway)! It FEELS great!

Viva la Revolución,

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