

# Hidden Goals

## Theoretical considerations

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### The Eppink Triangle Model

The Eppink Triangle model™ is based on three elements: *goals* – *capacities/capabilities* – *conditions*, and in particular on their reciprocal match at two levels: that of the organisation and the individual within (and outside) the organisation. These three elements are defined as follows:

- ▶ *Goals*: the chosen direction by the organisation, the way to achieve its objectives and targets, and the direction for change to achieve them better. There are formal (“official”) and informal goals. Both emanate from the *Hidden Goals* of people, i.e. the direction people take.
- ▶ *Capabilities and Capacities*: the types of expertise and facilities one can offer, including machinery, manpower, finances, time, competencies, especially capabilities, skills, abilities or *tricks*.
- ▶ *Conditions*: all that one has at one's disposal (or needs), like manpower, time, funds, and other resources, both externally and internally; this also includes concrete action to realise objectives.▲<sup>1</sup> The capabilities of the one are the conditions for the other.

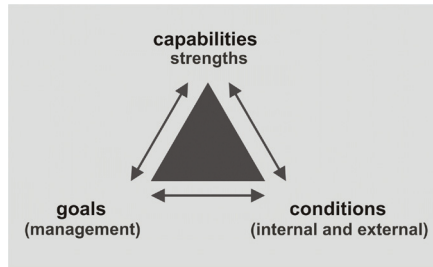
These three factors are always inextricably linked. A one-sided emphasis on one of them distorts reality, for example: capabilities (of people or the organisation) are meaningless without a goal, and capabilities without favourable conditions are mere abstract wishful thinking, unfulfillable dreams that never come true.

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▲1 See: 82 - Concrete – Measurable – Results: 5 W's and 2 H's - Explanation

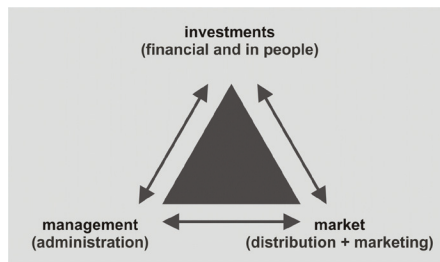
# The Organisation

An organisation can be seen as an interplay between goals, capabilities and conditions in the triangle:



Successful enterprises actively keep up with the changing external conditions, through a three-pronged approach<sup>2</sup>:

- ▶ investments in production facilities and people, i.e. an investment in *capabilities*;
- ▶ product-specific marketing and distribution by adjusting internal capacities and conditions of the organisation to match external *conditions*;
- ▶ management development and efficient administration by continuously setting and adjusting *goals*, both formal and informal.



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2 Alfred D. Chandler Jr., Scale and scope: the dynamics of industrial capitalism. Cambridge, 1990.

## The Individual and the *Hidden Goals*

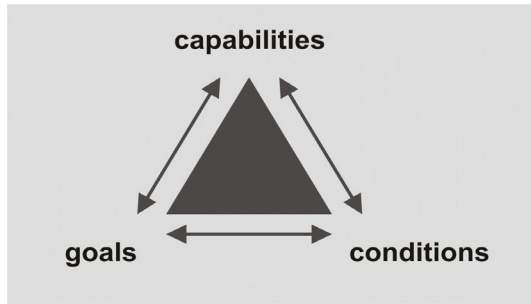
In the same manner the functioning of an individual can be seen as an interplay between the three players in the triangle, goals – capabilities – conditions. With capabilities is meant a combination of knowledge, skills and characteristics, in short: “competencies.” In practice, as per recruitment advertisements, “qualities” like aptitude, disposition, mentality or attitude are often seen as a person’s characteristics. In reality these are just abstractions that predict almost nothing and are hardly measurable. Everybody is “good”, “dedicated” etc. etc. at least once in his life. Much depends on what is generally called someone’s *mentality*. Mentality is rather an exponent of one’s goals, especially the unconscious goals. In my triangle model these unconscious goals are referred to as *Hidden Goals*, and they play an important role in the operationalisation of vague concepts such as “good management and leadership”, “good communication”, “good collaboration”, and “motivating people.”

Human behaviour can be explained and predicted by *Hidden Goals*. The combination of *Hidden Goals* determines one’s *mentality*.

Capabilities are rather options like clothes in a wardrobe. It depends on the mood of the “owner”, i.e. the *mentality* or *Hidden Goals*, if and when others will see them displayed. But if we want to predict a display, the other variable of the triangle, the conditions, is just as important. Which clothes will be selected depends on weather circumstances but still more on what significant others expect.

The principal conditions of people are ... other people, and especially their expectations and activities. While human expectations and activities are the exponents of people’s *Hidden Goals*, the most significant conditions of each individual consists of the *Hidden Goals* of “the others.”

Capabilities interact with (*Hidden* and explicit) goals and with the existing conditions. Conditions change depending on people’s *Hidden Goals* and their capabilities.



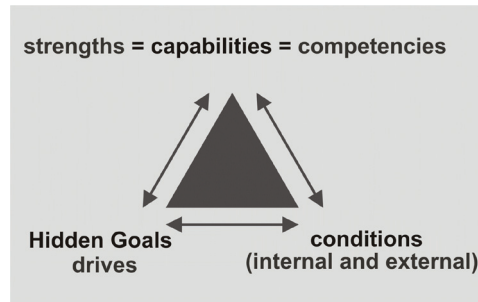
Goals will fail or be successful due to the right conditions and complementary *Hidden Goals* of others. The triangle is a changing constellation consisting of three constantly interacting variables.

The success or failure of each enterprise depends primarily on the *Hidden Goals* of both the leader and the significant others in a team, and of the combination of each other's *Hidden Goals*. In success or failure the fitting combinations of people's *Hidden Goals* make the difference.

In collaboration, the capabilities and goals of one form the conditions for others. This point appears to be of utmost importance in the composition of (management) teams. This fact is often overlooked in the selection, especially when someone's curriculum is considered hard proof, predicting future results and not as an abstract resume of potentials or chances. An example:

A new organisation engages an executive director who has previously worked in a similar organisation, and has good credentials. What was not taken into consideration was the fact that the organisation is part of a larger whole (= condition), and in retrospect, the new director was not accustomed to make decisions autonomously.

Like a palm tree cannot prosper indiscriminately on every kind of soil, a person is proficient insofar as he clearly could have provided proof of his abilities, under specific conditions, particularly in a collaborative situation. Competencies as such, are not conclusive; they must be seen in relation to the conditions and to one's *Hidden Goals*.



### *The organisation and the Hidden Goals of People*

The sum of the *Hidden Goals* of people in an organisation, determines to a large extent the organisational culture. These *Hidden Goals* should correspond with the desired direction of the organisation; otherwise the continuity of the organisation is at risk. The *Hidden Goals* are the key motivating factors for people's activities. It is often assumed that all people can be motivated in the same way, and that motivational techniques apply to everyone. In practice, this has been proven to be disappointing.

The concepts relied on for motivating people outlined in management textbooks are based on outdated motivational theories. Psychology, discipline par excellence in the area of "motivation", offers (too) few leads for practical application in motivation, nor a clear theory of this concept. Both are rather to be found in the so-called "Neuro Linguistic Programming" (originating from a strand of psychotherapy), as well as in the concept of *Hidden Goals*.

The *Hidden Goals* can be subdivided into three categories: four *main goals*, three *supporting goals* and three *obstructing goals*. In this respect we may assume that people are motivated through pull and push factors; where the *Hidden Goals* operate as pull, the capabilities as push, and the conditions as both push and pull. The next chart shows a highly abbreviated overview of these *Hidden Goals*.

MAIN GOALS	EXPANSION, POWER, CONTROL, AMBITION
	STABILITY, SECURITY, STRUCTURE
	AUTONOMY, INDEPENDENCY, MOBILITY, FREEDOM
	ARRANGEMENT, CREATIVE ORDERING, DESIGN, THEORY
SUPPORTING GOALS	INFORMATION, CONTENT, KNOWLEDGE
	SOCIAL CONTACT, COMMUNICATION, EXCHANGE OF SERVICES, TRADE
	GOODNESS, HUMANITY, DEDICATION, SERVICES
OBSTRUCTIVE GOALS	INSTANT GRATIFICATION, EGO-SATISFACTION, CONVENIENCE
	APPROBATION, FAME & HONOUR, GLORY
	INVULNERABILITY, INVIOABILITY, PROTECTION

*Obstructing Hidden Goals* are passive goals, meaning that other people should take action — the person concerned wants to be protected, appreciated, cared for, entertained. Hence, the main goals are lost out of sight, both personally and professionally. On a personal level they cause energy loss, mentally or physically.

Machiavelli makes it clear that *Obstructing Hidden Goals* negatively affect the sense of reality and thus the continuity of exercising power.

Better than any other classification I have encountered in literature about values, goals, motivation and drives the concept of the ten *Hidden Goals* has proved its practical applicability in many fields of human relations, such as communication, selection, training and organisational consultancy.

The ten *Hidden Goals* are not chosen at random. They are abstracted from the Indian classical philosophy which says that all things are in constant transformation by the three Gunas: mass, movement and harmony, of which each one is inevitably subjected to the relation between the other two. Out of this, everything is created: the numerous DNA configurations, the mountains, plants, animals, people and their (economic) activities. The latter are characterised by four, “works”, also called “paths” (road/path is dao – former tao – in Chinese).

The reader must keep in mind that this is a dynamic system of constant movement and change. It is not only the Western mind that has difficulty imagining things which are not fixed; the Indians themselves extracted from this philosophy, eventually, the rigid caste system with four main castes and numerous subdivisions, for which cer-

tain economic activities are prescribed as mandatory. This differs very strongly from the original concept.

The classification of the 10 categories of *Hidden Goals* offers a practical framework for analysis of aspirations, activities and goals.<sup>3</sup> With this, an endeavour is made to take into account the four “roads” or “directions” for human and economic activities and, respectively, the changing influences in the game the Gunas have among themselves. The four works (also called “roads”, “paths” or “directions”) as such are already the outcome of a certain amount of harmony (and constancy) in the interplay of the Gunas. Within the interplay of the Gunas again these four works form in combination with the three Gunas twelve basic constellations – here referred to as *Hidden Goals* – which, for the sake of convenience, have been reduced to ten, as some outcomes overlapped strongly.

The theory of the *Hidden Goals* has similarities with that of Maslow in terms of human needs. Although Maslow’s theory, dating from the fifties, has found broad acceptance among managers, it has since become outdated in psychology. Research has shown that there is no such thing as a “sequential set of needs” where the pursuit of a “higher” goal can only be attempted once a specific need is met.

*Hidden Goals* may occur both on their own and combined. Every human being possesses all the needs and all the *Hidden Goals*, but not all to the same extent. Every human being is characterised by a special combination and ranking of the *Hidden Goals* – a combination that may change during the course of one’s lifetime, but with some constant characteristics. The same applies to teams and organisations, and even to all economical activities.<sup>4</sup>

## Time and Circumstances: an Operationalisation

Machiavelli emphasises that the way the leader should proceed in order to succeed, depends on time and circumstances, or context. Apart from natural phenomena such as weather, geographic location of an area, and soil condition, to the human being his “context” is the behaviour of others. Even natural factors can, to a large extent, be made subordinate and adapted to people’s goals. This means that the manager, like everyone else, is operating in a *field* of conditions which consists for 99% of the behaviour of others. Behaviour can be described as an output of a combination of capabilities and *Hidden Goals*. Since one person is dependent on the behaviour of others, one

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3 Concepts like motivation, drive, aspiration, goal, direction, path, work, and even activity are fluent. They are all grasped in the concept of *Hidden Goals*.

4 Andreas Eppink, *Ambtenaren en piraten, uitvinders en ondernemers: strategisch bijeen door de globalisering* (*Civil Servants and Pirates, Inventors and Entrepreneurs – Strategically Convened by Globalization*), 2007 (only in Dutch.)

could say that, for each individual, team or organisation, the (cap)abilities and (*Hidden*) goals of others make up the conditions.

“The” market, “the” politics, “the” competition exist only as abstractions. The psychological factor plays a major role in this, as many authors emphasise again and again, like Alan Greenspan in his book “The Age of Turbulence”.<sup>5</sup> When economists and journalists cannot explain certain economic phenomena, they appeal to the psychological factor, but fail, however, to actually operationalise it, unlike the *Hidden Goals* theory. If Greenspan had known this theory, he would have been able to predict the future better.

In fact, by generalisations such as “the” market, “the” politics, “the” economy, “the” competition, we mean that an undefined number of people show a particular behaviour, resulting in a political, economic or market situation. As far as situations change due to human activities, it means that the configuration of *Hidden Goals* has changed. Some may go down in the ranking, other *Hidden Goals* may go up. E.g., after “nine eleven” in the U.S., the *Hidden Goals* INVIOABILITY became more and more dominant. The *Hidden Goals* INFORMATION (reason) and GOODNESS diminished. And due to the U.S. influence the political situation in the world changed considerably.

The word “situation” does not fit here very well because it suggests a static condition, even though each situation is changing constantly as a result of the fluctuating behaviour (*Hidden Goals*) of an undefined number of people. In fact we are dealing with market behaviour, economic behaviour, political behaviour, and so on.

This raises the question: Who are those “undefined number of people”, and what makes them change their behaviour?

Market researchers use inventive methods to find the answers to this. They interview, survey and observe “representative samples” in order to determine a feasible “target group”, and once determined, to find out the needs, wants, and intentions of this group.

A manager does not have to find out. He knows his target group: his own staff and employees. Being a POWER seeker, he is also smart enough to identify his opponents. So, the “significant others” within and outside the organisation are no strangers to the manager, and therefore no longer an “undefined number of people”. Although he too has to deal with changing social and economic conditions – or fate –, these do not make up the bulk of the conditions under which he usually operates.

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5 Alan Greenspan, *The Age of Turbulence: Adventures in a New World*. New York: The Penguin Press, 2007.



The term “significant others” already indicates that only the behaviour of key figures is important. To the manager, these are his employees and staff within the organisation. Outside the organisation, only the behaviour of major opponents, allies and relevant key figures from business or politics is essential. Monitoring their behaviour is sufficient.

The manager can therefore concentrate on the “definable significant others” and, for the remainder, “keep exploring the terrain” in order to anticipate external changes and to keep his mind sharp for new solutions when called for.

In this regard, the political leader has a much harder time. If he only wanted to represent a particular group of people, a group of people with specific needs and goals, it would be easier. Most political leaders, however, not only want to hold on to their followers and voters until the next elections, they want to become “the greatest” and to multiply the numbers of followers and voters as well. Hence, most election programs produce a rich crop of *borrowed goals*, and, consequently, a political party becomes an organisation with *character mixture*<sup>6</sup> whose progress – or continuity – is, by definition, at risk.

## Predicting Someone’s Behaviour

To predict someone’s behaviour the assessment of his capabilities can be helpful. The capabilities of one’s “significant others” can be, in general, enumerated quite easy. Therefore, what they intend to do is fairly easy to predict. This explains just one aspect of their behaviour. Capabilities do not tell enough about the possible changes in a person’s behaviour. I want to keep stressing that capabilities and talents as such are empty concepts. Whoever owns millions, has ample financial resources, i.e., capacities. As long as these resources are not employed to achieve a particular goal – be it to gain interest –, they remain worthless. The same applies to capabilities, or people’s talents. These are real assets only under certain conditions, especially when the *Hidden Goals* of their environment are stimulating, and vice versa. A person’s capabilities, skills, characteristics, etc. described in his curriculum vitae remain abstract fantasies as long as conditions and goals are not mentioned as well.

Assessing the mere capabilities of someone is too meagre, it does not help much if we want to know how he will react or behave in the future. Time and circumstances, or the context, are decisive factors as well.

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6 Arises from borrowed or conflicting *Hidden Goals*. *Character mixture* comes about when alien goals which do not match the strengths (“tricks”) of the organisation slipped in.

In predicting someone's behaviour – especially his reactions to change – his motives, incentives, or *mentality* are far more important. I have placed these concepts under the heading “*Hidden Goals*”.

There are several ways to assess a person's *Hidden Goals*. These goals can be ascertained by knowing the goals he pursues in his daily life, and those matters he tries to avoid. They can also be deduced from his entourage, as far as “like attracts like”. Meanwhile, because things are more complicated, for further assistance there are tests and checklists.<sup>7</sup>

As stated above, the *Hidden Goals* of one person are the conditions for the other, and vice versa. People need each other, and look for other people based on this criterion: Do their *Hidden Goals* match mine or not? People associate when their respective *Hidden Goals* match, or complement each other. A POWER seeker needs as followers STABILITY seekers who want security or protection. STABILITY seekers complement each other well. As Machiavelli said: “You can judge the leader by the people he gathers around him.”

A person's entourage partly reflects his *Hidden Goals*, and we can partly infer which of the entourage's *Hidden Goals* are complementary to his.

Experience has shown that the combination of someone's three most important *Hidden Goals* is a good indication to assess his or her behaviour. Especially, considering the complementing or respectively contradicting *Hidden Goals*.

We have still another indication from which the *Hidden Goals* of someone's entourage become apparent, namely the *character* of an organisation. Since an organisation is made up of people, *it is by definition a collection of Hidden Goals*.▲<sup>8</sup> This collection did not come about by chance. A certain number of *Hidden Goals* predominate while others are complementary, and some are almost completely lacking. The saying “like attracts like” applies here as well, although “like” more likes the “like” in Facebook and YouTube than the idea “alike”.

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<sup>7</sup> For more information contact [helpdesk@hidden-goals.com](mailto:helpdesk@hidden-goals.com).

▲<sup>8</sup> For “Measuring the character of an organisation”, see the related:  
202 - Organisation's Character  
203 - Core Competencies and the Organisation's Character

## The *Hidden Goals* of “the Significant Others”, and the Character of the Organisation as Key Conditions

The *character* of the organisation and the personal *Hidden Goals* of “significant others” the manager is dealing with are the two most important factors that the leader should take into account. By keeping up with these two factors, the manager will get a grip on the “circumstances” (conditions).

Both points are essential for his personal continuity, and that of the organisation. Why are these two sufficient to anticipate changing circumstances?

1. Circumstances are determined by human behaviour. In all their actions, people are motivated, driven, spurred on, or whatever one may wish to call it, by internal and external forces. Or by *Hidden Goals*, as I have called the “internal forces”. Since the *Hidden Goals* prove to be relatively consistent, people’s behaviour also shows a clear course of action, even from their youth onward. Not that they are invariably accomplishing the same activities, but rather, that their activities are clearly marked by their *main Hidden Goals*. As such people can be “typified” and are thereby predictable.

Whether action arises because people are motivated, driven, impelled, or instigated, is a matter of terminology. The various verbs reveal a variety of psychological theories about “motivation” which only differ in their perception of the extent to which human beings are “free” to act. The discussion about hereditary and environmental factors revolve around this. The debate about the extent to which man acts consciously, or not, is derived from the same debate. Presently, scientific evidence points in the direction of much genetic determination. DNA research increasingly reveals genetically determined characteristics and connections. This does not mean that a person has no freedom of movement and cannot change.

A POWER seeker repeatedly chooses those activities that lie in the spirit of AMBITION, while a STABILITY seeker looks for activities in the theme of SECURITY, and so on.

This of course does not diminish the unique individuality of every human being. The unique individuality of each human being is determined by far more factors than the *Hidden Goals*. Important other factors are his history, experience and capabilities. Besides, in combination with one another, the rating and ranking of the ten *Hidden Goals* result in an innumerable number of combinations and variations.

2. Much the same can be said of organisations. The *character* of an organisation is relatively stable; as each organisation is inclined to attract people who have *Hidden Goals* matching those of the current employees. In the selection process, this

is called the assessment, whether a person suits the organisation or team in terms of *mentality*. The constancy achieved by this, that is what makes the implementation of changes and innovations so difficult. One may succeed in changing an organisation with an iron fist, but its continuity is only guaranteed if these changes match the *Hidden Goals* of the people within the organisation.▲<sup>9</sup> Recruitment only based on the assessment of capabilities ignores the essential, and may attract key persons in a team or project following for the organisation non fitting *Hidden Goals*. This easily produces a *character mixture* in an organisation and accordingly discontinuity or failure.

Now we have identified the two relatively stable factors of the “circumstances”. How do we know whether the circumstances may (or will) change, and if so, in which direction? If we again assume that circumstances are determined by the behaviour of people, but that people are not very changeable and their behaviour follows a certain line, we can hardly help but conclude that changes occur because new people arrive. In other words, because the composition of an organisation or team changes (the same with a region or society).

This is precisely why the *character* of an organisation undergoes change: new people are being employed, and people are leaving; i.e. people who become, respectively have been, significant to the organisation etc. Not everyone’s arrival or departure affect an organisation, it is rather the “key figures”. These may be the formal or informal leaders, as well as opinion leaders or other people who determine the “atmosphere” or “culture” of an organisation, unit, or team.

## Detecting Changes in the “Field”

*Changes can be anticipated as soon as an alteration in the field occurs, especially when key people – particularly key people – leave, are replaced or join the organisation. The direction of the change can be deduced from the changed Hidden Goals of new key figures.*

These changes may occur in world politics, in society, in the market, with the competitor, in the own organisation, department, unit, team, entourage, or in that of an opponent.

The reader will probably have noticed a contradiction. How could it happen that a change in the key figures causes a change in the *Hidden Goals* when organisations have a tendency to attract people with corresponding or complementary *Hidden*

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▲<sup>9</sup> As to the probability of continuity after (organisational) change, see:  
31 - Chapter 26: Innovation and Continuity  
240 - Continuity: Three-Track Policy

*Goals*, and so preserve a consistent composition of the *Hidden Goals* in their environment? There are four explanations for this.

1. It is the **POWER** and **AMBITION** seekers driven by their ambition who believe that certain measures or changes are necessary. In order to implement these changes, they look for “new” people (“fresh stock”) with a “fresh” mentality. They introduce into the organisation, new key figures, and therewith, “new” *Hidden Goals*. **INFORMATION** seekers also have this tendency, once they are convinced that new expertise is needed.
2. Another reason why the *Hidden Goals* of an organisation do not always remain constant is that people naturally tend to surround themselves with congeners, but they do not always succeed, due to invalid selecting. For example, by only looking at capability and not *mentality*. This occurs not only in business but also in the private sphere. People simply project their individual expectations onto others, and are later disappointed.
3. A new generation brings forward different *Hidden Goals*. The globalisation and “new economy” are examples of shifting *Hidden Goals* in a society. A few generations have passed before the current trend was clearly recognisable. A new type of worker was required, increasingly better educated. Since the last world war, people are progressively empowered through education. The *Hidden Goal* **STABILITY**, has been pushed to the background. And so, certainly since the sixties, “new”, well informed, assertive (significant) persons entered the labour market. The *Hidden Goals* **INFORMATION** and **CREATIVE ORDERING**, moved upward.
4. Another, not insignificant, explanation is that *obstructing Hidden Goals* become dominant. *Obstructing Hidden Goals* mean discontinuity. After all, they prevent the *main Hidden Goals* being realised.

## Some Reflections on Actual Changes

In the real economy as in politics the influence of **EXPANSION** on **STABILITY** exponents has come to an end after two centuries of development. Like in the 17th century, less state, less regulations, but also less stability and continuity are to be expected, because the *Hidden Goal* **INDEPENDENCE** – thus also mobility and flexibility – has gained more and more influence thanks to **COMMUNICATION** and **INFORMATION**.

We live in the age of increasing **INFORMATION** and **COMMUNICATION**, both supporting *Hidden Goals*. Not only do they combine well with **STABILITY** and **EXPANSION**, as in the last century, but also with any other *Hidden Goal*. So the obstructing *Hidden Goals* **GREED**, **EGO-TRIP** and **INVIOABILITY** are lurking, and will bring a lot of

discontinuity. Corporate scandals, the bank and economical crisis, like economical and other forms of terrorism had more opportunities than ever before. STABILITY measures alone will not do away with this within large companies.

Anyway, the inviolable belief in unlimited economic growth was based on the *obstructing Hidden Goal* of INVIOABILITY, which caused its own collapse.

Due to new technologies, the economic conditions changed so much, that people in general, and especially family members, became less dependent on each other. INDEPENDENCY seekers encountered more opportunities than two, or even one, generation ago. INDEPENDENCY seekers are now leading the way in certain segments of the market. But as already happened in the “new economy”, it is proven that the activities of INDEPENDENCY seekers lack continuity.

Thanks to social media all kinds of parallel worlds of providers and consumers come out of the closet, which means all kinds of combinations of *Hidden Goals* have a stake. According to this observation, practice and theories concerning economics, management, leadership, politics, teambuilding, organisation, and strategy have to be reconsidered. It is time to think differently about the economical theory of the efficiency of markets.

The increasingly better educated and informed people in the open societies provide a great flow and rapid exchange of information, and in addition offers more room for INDEPENDENCY and INFORMATION seekers, as well as CREATIVE thinkers who are less in demand in a closed society.

On the other hand, the combination of INDEPENDENCE, INFORMATION and EXPANSION will produce less STABILITY and SECURITY. By INFORMATION all *Hidden Goals* are served well, which means progress as well as terror, more KNOWLEDGE as well as more INSTANT-GRATIFICATION and fear (INVIOABILITY.)

A global economy of rapidly changing demands and products is the *field* where all the action takes place.

Each process of change in the range of the *Hidden Goals* changes external conditions, such as the society and the market. Also it creates new skills, needs, markets and industries. In other words, new goals, capabilities and conditions.

Continually observing and analysing the *Hidden Goals* of “significant others” and the *character* of organisations will provide sufficient tools enabling anyone, and certainly the manager, to anticipate changing circumstances.

We will see a lot of contradictory movements. They are contradictory in appearance. In reality the different movements take place in different parallel worlds.

The difference between STABILITY and growth (= EXPANSION) already has been discussed. Growth has come to an end as far as it concerns the combination growth with STABILITY, but **not** the combination of EXPANSION with the other *Hidden Goals*. Which means growth, but in other segments than STABILITY, and with quite different social, political and economical outcomes.

## Keeping up with “Changing Circumstances”

Despite mass Intelligence Analysis Data, no one had foreseen the 9/11 attacks. Analysis, it is all a question of the right algorithms based on the right theory. To take strategic action, one needs information. More information does not necessarily mean better information or better intelligence. An overabundance of information, collecting and analysing more and more data may lead to congestion, hampering appropriate action.

Since behaviour, in Machiavelli’s terms, is adequate only within a certain context, the leader must be able to respond to changing circumstances. After this theoretical consideration, we now know which factors are most decisive:

- ▶ knowing which key people are or will be important;
- ▶ perceiving changes regarding key people;
- ▶ knowing by which *Hidden Goals* these “significant others” are driven.

These points provide adequate insight into impending changes and their direction. In this way changes in the market as well as *character changes* in one’s own organisation or in those of others can be easily tracked. In keeping up with changing circumstances the manager always considers the following issues:

- ▶ Providing solid ground by extending or supplementing his own *strengths* and those of the organisation. The manager’s insight into the *field* enables him to determine which actions are suitable.
- ▶ Reacting adequately, both in the own organisation and in the *field*, to key figures who are susceptible to change, i.e., especially those with *obstructing Hidden Goals*. The *Hidden Goals* of the “significant others” indicate the manner in which the manager should handle or manage them. By knowing the *Hidden Goals* of his “significant others”, he is able to recognise threats, and potential opportunities.
- ▶ If customers are the primary component of the “significant others”, shifting *Hidden Goals* and by consequence new customer wishes in the market, will indicate the way.
- ▶ The manager will have to adjust his actions accordingly, i.e. establish where, when and which *strengths* he should deploy.

- Very much in line with Machiavelli's advices – here in the modern version based on the model of the *Hidden Goals* – deploying strength means above all to get rid of people with the wrong *Hidden Goals* for the organisation or team. This applies to co-workers and employers as well as to clients, suppliers, followers etc.

According to Machiavelli, the leader would not have to fail if he could adapt his own nature – his *Hidden Goals* and capabilities – to the circumstances. His conclusion is therefore, that if people's fate turns and if they do not adjust accordingly, they will fail. They will only be successful if both elements, their nature and the circumstances, remain interconnected. Machiavelli's ultimate belief is that man can conquer fate.

To this end, it is better to be impetuous than cautious. Because, it is not without reason that Lady Fate is called Fortuna. "You can win her over faster with passion than with coolness".<sup>10</sup> Fate is the friend of youth because youth is impetuous, audacious and irrational.

Personally I am convinced that the leader or manager will ultimately be more effective if he "translates" his intentions and goals into the (terms of the) *Hidden Goals* of others.

With his recommendations, Machiavelli has shown the leader the way to success; "You have to do the rest yourself", he wisely says.

Literature: Ambtenaren en piraten, uitvinders en ondernemers: strategisch bijeen door de globalisering. Málaga, 2007.

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<sup>10</sup> Machiavelli, thesis 50.