



CUTTINGS

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What's Your Organisation Type?

Every company has a personality, according to Gary Neilson and Bruce Pasternak, authors of "Results: Keep What's Good, Fix What's Wrong, and Unlock Great Performance." They identify seven common organisational types:

Passive Aggressive

Everyone Agrees, but Nothing Changes! In this type, building consensus to make major changes is not a problem; implementing these changes, however, is next to impossible. Everyone smiles and nods but nothing ever changes. Entrenched underground resistance is the norm and getting anything done is like nailing jelly to the wall.

Fits-and-Starts

Let 1,000 Flowers Bloom! These companies are filled with smart people with an entrepreneurial bent, but they often do not pull in the same direction at the same time. It's an environment where you can take an idea and run with it, but where they can clash with another and either burn or simply peter out.

Outgrown

The Good Old Days Meet a Brave New World! This organisation is

literally bursting at the seams, having expanded beyond its operational model. Because power is closely held at the top, it tends to react slowly to developments and often finds it cannot get out of its own way. It's too hard to get ideas listened to and opportunities are missed.

Over-managed

We're from Head Office and We're Here to Help! This organisation is a study in "analysis paralysis." More concerned with the trees than the forest, people check on their subordinates' work so they can in turn report to their own boss. Everything moves slowly and reactively, frustrating any self-motivated and results-oriented people.

Just-in-Time

Succeeding by the Skin of Our Teeth! This organisation has an ability to move and change quickly when necessary, but, in doing so, it can burn out its best and brightest. In the absence of consistent, disciplined structures and processes, occasional wins are not a reliable source of competitive advantage.

Military Precision

Flying in Formation! Everyone knows their role and implements it diligently in this hierarchical organisation, creating the overall effect of fluid and consistent execution. Because this organisation has prepared for every scenario in the manual, they can often conceive and execute brilliant strategies. But it does not typically deal well with unplanned events.

Resilient

As Good as it Gets! Resilient organisations are flexible, forward-looking, and fun, and they attract team players. While it may hit a bump in the road, the resilient organisation bounces back, having learned from the experience. This is the healthiest of all the profiles, precisely because it doesn't believe its own press; rather it is always scanning the horizon for the next competitive battle or market innovation.

So does your company's personality help or hinder results? What makes it tick, what's good and bad about it — and what can be done to improve it.

Projects@Work

Performance Enhancing Supplements

Emotional management and emotional intelligence are, at last, getting accepted as an integral part of business management.

The trouble is that most people focus on, and give more energy to, the wrong emotions. They don't hesitate talking about how angry, anxious or frustrated they are about a new company policy, a deadline or a co worker.

Yet they will avoid talking about care, compassion or love, for fear (another emotion!) of being seen as soft or non professional.

People and organisations are being starved of the more positive stuff: appreciation for someone's talents; care for a teammate; compassion for a colleague; a passion for excellence.

You feel better when you perform well. But you also work better when you feel better. To help in re-focusing, HeartMath have constructed this impressive list this list of studies that demonstrate the benefits of positive emotions:

- Increased cognitive flexibility (Ashby et al., 1999)
- Improved memory (Isen et al., 1978)

- Improved decision making (Carnevale & Isen, 1986)
- Increased creativity and innovative problem solving (Isen et al., 1987)
- Improved job performance & achievement (Wright & Staw, 1994; Staw et al., 1994)
- Improved clinical problem solving (Estrada et al., 1997)
- Increased longevity (Danner et al., 2001)
- Reduced morbidity (Goldman et al, 1996; Russek & Schwartz, 1997)

You are what you feel!

www.HeartMath.com

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Snippets

A collection of thought provokers and quotations...

- ✂ "Artists who seek perfection in everything are those who cannot attain it in anything." *Eugene Delacroix*
- ✂ "There is no security on this earth, there is only opportunity." *General Douglas MacArthur*
- ✂ "If you do not tell the truth about yourself you cannot tell it about other people." *Virginia Woolf*
- ✂ "Nothing great was ever achieved without enthusiasm." *Ralph Waldo Emerson*
- ✂ "Your most unhappy customers are your greatest source of learning." *Bill Gates*
- ✂ "I can't believe THAT!" said Alice. "Can't you?" said the Queen in a pitying tone. "Try again: draw a long breath, and shut your eyes." Alice laughed. "There's no use trying," she said, "one can't believe impossible things." "I daresay you haven't had much practice," said the Queen. "When I was your age, I always did it for half-an-hour a day. Why sometimes I believed as many as six impossible things before breakfast!" *Lewis Carroll: Through the Looking Glass*
- ✂ "Disconnecting from change does not recapture the past. It loses the future." *Kathleen Norris*
- ✂ "All that is necessary for the triumph of evil is that good men do nothing." *Edmund Burke*
- ✂ "Things are only impossible until they're not." *Jean-Luc Picard*
- ✂ "If we don't change, we don't grow. If we don't grow, we aren't really living." *Gail Sheehy*
- ✂ "The right word may be effective, but no word was ever as effective as a rightly timed pause." *Mark Twain*
- ✂ "The meeting of two personalities is like the contact of two chemical substances: if there is any reaction, both are transformed." *Carl Jung*
- ✂ "The first duty of a leader is to make himself be loved without courting love. To be loved without 'playing up' to anyone - even to himself." *Andre Malraux*

Only One in Three Employees Engaged

A new report, "The State of Employee Engagement 2008," issued by global consultants BlessingWhite, has found that fewer than one in three North American workers are fully engaged. Moreover, 19% are completely disengaged, and a further 13% are disillusioned and at risk for becoming disengaged.

As with other surveys, BlessingWhite find a strong correlation between engagement and retention, with 85% of engaged employees plan to stay with their company during the year ahead, and underlines the observation that engaged employees stay for what they give, while disengaged employees stay for what they get.

Sectors with the largest number of engaged employees are consulting (46%), utilities (40%), business services (34%) and not-for-profit (34%). Sectors with the fewest engaged are higher education (23%), high tech (24%), chemicals (24%), retail (24%) and government (25%).

The study identified five levels of engagement:

- Engaged: 29% - employees contributing fully to the success of the organisation and finding great satisfaction in their work. They bring discretionary effort and initiative.
- Almost Engaged: 27% - employees are high performers and are reasonably satisfied. Organisations should invest in them to reach full engagement.
- Honeymooners or Hamsters: 12% Honeymooners are new to the organisation or their role and have yet to become fully productive. Hamsters may be working hard, but are in effect spinning their wheels, focused on the wrong things, and contributing little.
- Crash & Burners: 13% - the disillusioned and exhausted. Top producers who are not satisfying their personal definition of satisfaction. If left alone, they slip into disengagement.
- Disengaged: 19% - the most disconnected to organisational priorities and are not getting what they need from work. They collect a pay check but contribute minimally, and just talk about leaving.

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23-26 Sep

Belgium (in Dutch)

30 Sept-3 Oct

for details: www.learningconsortium.eu

Managing Technical Professionals

London

11-12 Sep

Getting Results without Authority

London

3-4 Jul, 6-7 Aug, 2-3 Oct. 11-12 Dec

Internal Consulting Skills

London

1-2 Jul, 20-21 Nov

for details: www.frost.com

The Competent Manager

London 11 - 15 Aug

for details: www.glomacs.com

Managerial Leadership

Paris

18 - 22 Aug, 15 - 19 Dec

for details: www.euromatech.com

The Complete Course on Management

Cairo 2 - 6 Nov.

for details: www.copex.co.uk

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