

Reading the Mind of the Organization

Connecting the Strategy with the Psychology of the Business
Annamaria Garden, 2000, Gower

In this framework, adapted from Will Schutz, all organisations need to fulfil three core areas of experience. They need to project themselves to establish that they exist and have presence, to effectively express their power and effectiveness, their competency and lastly to establish genuine engagement and relationships.. By using these critical areas to understand the business, many decisions and activities will work more smoothly. The framework helps you to figure out the emotional change required in the organisation that fits with the business strategy. A number of guidelines, checklists and questionnaires to prompt us into understanding the different ways that organisations can meet these three needs and how well they are functioning in these areas are used. Immediately you can see how and why some organisations work well and others don't. With this understanding, the "essence" of the organisation and its uniqueness can be developed. Work needs to be designed to fulfil business and individual feeling needs at the same time for success. Again some key principles are the idea of territory, of immediacy and of taking responsibility for effects not just for what is done.

There is an excellent chapter on helping organisations move forward in their own way, of developing their own unique organisational voice. What people in the organisation will want to know about consultants will differ depending on what is most important to that organisation. For some they will need to be able to identify with them, with others they need to know if they are competent, and will test them in debate and, finally other organisations focus on whether the consultants are "real" and fully engaged or just putting in an appearance ? People can quickly take the measure of those who do not fulfil these criteria and whether they will fit in with that unique organisation.

One of the most compelling chapters is on marketing the organisation, of understanding what different customers want and how the organisation can communicate with them most effectively. There is some superb analysis of company statements and advertisements including an ad from the Union Bank of Switzerland Private Banking and how this conveys a **complete set of emotional meanings to customers** - something that is rarely done..

To sum up: the book emphasises the positive side of organisations - that each is special and unique. To understand their essence we have to be open to what is really happening. We have to understand how they establish presence, are effective and how they engage people. Then, and only then, can we begin to develop meaningful connections between the strategic objectives of organisations and the psychology of the organisation. This can then be linked to marketing and the way the organisation communicates with its customers. If we get this right then we can help the organisation live and thrive; get it wrong and the organisation will die, both business wise and emotionally.

FULFILLING EMPLOYEES FEELING NEEDS

Job Terrorty

Having clear terrorty or job space that is yours; a sense of private boundaries, so that you have first rights over what goes on in that terrorty and others have to respect those boundaries

Feel included, belonging; avoid rejection or being overwhelmed

Significance, recognition, existence

Immediate responsibility

Real responsibility which has the component of immediacy, the responsibility stays with the person and it can be shifted only as an exception, not an expectation.

Feel competent, in control and powerful

Able to achieve

Taking into Account the effects of what you do

Being aware of the long term effects and the impact on others and the organisation

Feel appreciated, trusted and valued for self