

From living normally to living in harmony

During one day I had three conversations that were all about the same thing. People being irritated with the way their organisation had behaved. In all cases (plus a personal one to boot) we were getting irritated about various companies behaving as we could all predict that they would.

The first call was about a company implementing an international call bar from the hot desks in its offices. International calling was now only possible through the office secretary, the most junior person in the office. The person telling me this was outraged and used his mobile to make a necessary international call; at greater expense to the company. He reeled off the reasons why the company action was stupid.

I'm sure I wasn't the only one to

hear this story. But, I may have been the only one to ask him why he was getting irritated by the company doing something he knew they were quite capable of doing in their search to cut costs. I advised him to write a list of the next six things the company would do in its search to reduce costs. He could then be pleased that they had been so predictable, or enjoy the incredulity of them coming up with something even more stupid. Either way, he would not get irritated about it.

The second call was in similar vein. This was someone asking me why their company kept repeating certain macho behaviours amongst its directors. It was just too irritating. She's an intelligent OD professional. The issue was why she was getting

irritated with behaviours that she knew were going to happen anyway? "Yeah, good point."

The final conversation was with another OD professional asking why the company they had been working with had such stupid billing arrangements. It seems even OD professionals aren't immune from this problem.

The other example is personal. I didn't get paid on time last month by one company and got very irritated about it. Had they ever paid me on time? Rarely. Was it likely that they'd mess it up again? Yes. So even I'm not immune to this – doctor heal thyself!

What do these conversations tell us?

For me, making our lives in organisations more successful is about managing the beliefs we have about ourselves and our life at work, and the associated expectations and responses. Allowing ourselves simply to get irritated neither helps us to live harmoniously nor decide what we should choose to live with or attempt to change. When we do see things more clearly we can make an informed choice that relates to our own Personal Job Alignment.

April Monthly Meeting

As it's Easter and I know people are away there will be no meeting in April.

The last two monthly meetings before the summer break will be on Wednesdays 8 May and 13 June, both at the Harewood Arms, Nr Leeds. Details are on the web site.

From September I'm looking to move the meetings to Leeds. Any ideas for a location appreciated.

Seeing Our Organisation

In last month's newsletter we focused on the first step in Seeing Our Organisation and it's culture.

As we have seen, the third stage in working towards Personal Job Alignment is to see our organisation—its culture—and how that affects how we get energy from our work. In the first step we looked at the culture as we experience it.

This month's exercise covers the second and third steps—**seeing ourselves in the work culture and seeing my colleagues at work.**

Try the exercises on the following pages.

Step Two: Seeing ourselves in the work culture

You now have (from completing Step One in last month's Newsletter) a picture of the culture as you experience it and how it affects alignment. We now need to see ourselves in this work culture and how that affects our alignment.

We looked in an earlier chapter about how, if we wear a particular persona at work, it will affect how people relate to us. The way we work with people and the people we work with can both give us energy and increase fun at work or vice versa. As ever we each have our part to play here.

To get a handle on this we are going to look at how work sees you, from the perspective of your colleagues and the perspective of your boss,

For the perspective of your colleagues, write down five things that your work colleagues say about you in your role at work and the way you get things done:

Think back to any formal or informal feedback or ask a colleague if you can or reflect on a few recent experiences at work and what they tell you about how you are seen.

- 1.
- 2.
- 3.
- 4.
- 5.

Now ask yourself, is this you? Write a sentence about your alignment with how you are seen at work

For the **perspective of your boss**, write down four things that your boss has said to you in giving feedback or appraisal. What do they think you're good at and what do they think you might do differently or need to get better at?

This should be relatively straightforward if you have had a formal or informal appraisal. If not, try asking, if you can. Otherwise just reflect and write down how you feel that it is.

- 1.
- 2.
- 3.
- 4.

Is your boss seeing the real you? That is, is your boss responding to what energises you at work? Or are they seeing a persona?

Write a sentence about your alignment with how your boss sees you.

Of course, not all bosses are as we might want them to be. If you're running into difficulty here read 'Handling your boss' in Chapter Eight.

If you are putting on a persona at work and want to see how you might not have to also read Chapter Eight.

We now have an increasingly rich picture of your organisation's culture and you in it. The final step in this stage is to look at the other major factor and that is your colleagues and how they impact on your alignment.

Step Three: Seeing my colleagues at work

We are building a picture as we go along. It is useful not just to understand yourself, be more self aware, but to have some understanding of what makes your colleagues tick.

List your four colleagues at work you work with most. For each one, write down your assessment of where they get their energy from at work or, alternatively, what it is that may be making their lives stressful at work. We're not trying to turn ourselves into amateur psychologists here. We have these beliefs about our colleagues in any event.

Name	Energisers/Stressors

Are there ways in which you can align your energisers with theirs? Can you support them in getting Personal Job Alignment? Is a team discussion possible? Write a sentence or two about alignment with your colleagues

You should now have a fairly good picture of the culture of your organisation and you in relation to it.

Read again what you have written and reflect on how what you have written might influence how you can change how you approach life at work to get the alignment we are seeking. Do this before moving on to the next chapter, where we will bring together in one synthesis the results of seeing ourselves at work, seeing our role at work and seeing our organisation.

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