

visioned by

FQUR

...growing from within...

IS YOUR ORGANISATION ISSUES BASED (IQ) OR RELATIONSHIP BASED (EQ)?

"If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea." **Antoine de Saint-Exupery, The Wisdom of the Sands**

As I go about my work, I continually come across organisations or individuals in all the three sectors, who say that they have continual and continuing 'issues'.

These 'issues' can often be a resistance to change, not following procedures, a lack of taking personal responsibility, poor communication, a fear to do anything other than follow orders, or a combination of all of the above.

In such cultures what then follows, if such 'issues' are not addressed are:

- Higher missed deadlines
- Higher staff disengagement
- Higher absenteeism
- Higher sickness levels
- Higher staff turnover
- Higher recruitment costs
- Higher defects / waste
- Lost wisdom and teamwork
- Lower job security
- Lower speed to market
- Lower creativity
- Lower turnover

Lower trust – the one thing that changes everything

In the end of course all this means greater and greater disturbance and lower and lower profits, until the organisation slowly dies or goes bust!

These organisations are almost always competency based. I.e. there is likely to be a complete focus on objective Policies, Procedures, Programmes or Processes.

Surprisingly everyone will have a clear idea about what to do and why to do it and yet because of the organisational culture, everyone expects everyone else to do what needs to be done, while at the same time often continually moaning about management and their petty ways.

As human beings, we are the most creative animals on the planet and if we do not want to do something, we will find a myriad of ways of avoidance. This is of course why there has been, quite rightly, all the recent focus on employee engagement – Sunday Times Top 100 et al!

The level of employee engagement will be aligned and directly and equal to, the ability of an organisation to perform to its potential.

If there is no desire (want to - inside out) it doesn't matter how high the skill ('how to') is, little will be achieved.

This reminds me of that wonderful wee poem

WHOSE JOB IS IT

This is a story about four people named
Everybody, Somebody, Anybody
and Nobody.

There was an important job to be done,
And Everybody was sure that
Somebody would do it.

Anybody could have done it,
But Nobody did.

Somebody got very angry about that,
Because it was Everybody's job.

Everybody thought Anybody could do it,
But Nobody recognised that
Everybody wouldn't do it.

It ended up that Everybody
blamed Somebody,
When Nobody did what
Anybody could have done!

continues overleaf

Now, usually always, if I dig behind any of those 'issues', what I find are very clear and identifiable people or relationships which are not working.

These can be identified at any level in an organisation, although if they exist at the top then what happens is that the whole organisation is riddled with this 'cancer'.

This broken or struggling relationship could even be between the Board and the management, or as we have seen more recently starting to appear at last, between shareholders and the Board!

Each and every organisation sits at its exact level of its cultural maturity, which is simply a reflection of the maturity of its managers, who may never be leaders.

Most organisations focus on the four IQ Ps (Policies, Procedures, Programmes or Processes) to solve any cultural 'issues', yet almost always most organisational 'issues' are relationship issues i.e. purely about People.

In fact, the more the four P's (IQ) are used to control the core P, that of People (EQ), the worse the 'issues' will become and the greater will be the speed of the organisational demise.

The greater the four P's of power and control = the less the people passion.

There may be for sure be a structure, like a car based on the four P's, the people however are the 'oil and fuel' to make everything come to life and work!

Recognising this, HR these days should be long past Human Resources (never mind the controlling P of Personnel) and onto at least, Human Relations if not Heart Resonance.

If there is no 'Heart' there is no life – or in this case no sustainable business, unless it's on financial 'life support'.

Much of this paradigm can be traced to the thinking of Frederick Winslow Taylor, who told the US congress as long ago as 1912 that management needed to tightly control workers, who were too feeble-minded to think for themselves.

"I can say without the slightest hesitation, that the science of handling pig iron is so great that then man who is.....physically able to handle pig iron and is sufficiently phlegmatic and stupid to choose this for his occupation is rarely able to comprehend the science of handling pig iron."

The 'Taylor and other systems of shop management' to the House of Representatives.

In my mind, there are still too few organisations that are truly beyond a Victorian factory mentality of disempowerment, never mind emancipating employees. These are for sure doomed in such a fast moving and increasingly creative world, as we can see them failing all around.

We mostly still 'manage' people the same way we did Victorian factories and how many of them, have survived, except our bell ringing, departmentalised Pavlovian schools!??

Work is far less meaningful and pleasant than it needs to be today, because well intentioned managers don't believe, on a primal level, that people are good! All control structures are an admission that people cannot be trusted; that the nature of man is bad and must be forged through rules, rewards and punishments.

We need all the IQ stuff for sure – AFTER we have created trust and respect.

People before process every single time.

No trust = no future.

To create a better healthier and happier, more employee engaged future, we need to start focussing far more on relationships (People) than 'issues' (Processes) and that starts in our primary schools and goes right through to the almost always backward looking, case study based MBAs.

We do truly require the real education of characters and not the present day narrow and limited schooling of competences.

"If the wrong man uses the right means, the right means work in the wrong way." This Chinese saying, unfortunately, only too true, stands in sharp contrast to our belief in the 'right' method irrespective of the man who applies it. In reality, everything depends upon the man and little or nothing on the method"

Carl Jung

**If you wish to explore the use of EQ and Emotional Health in your organisation – email or call me.
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