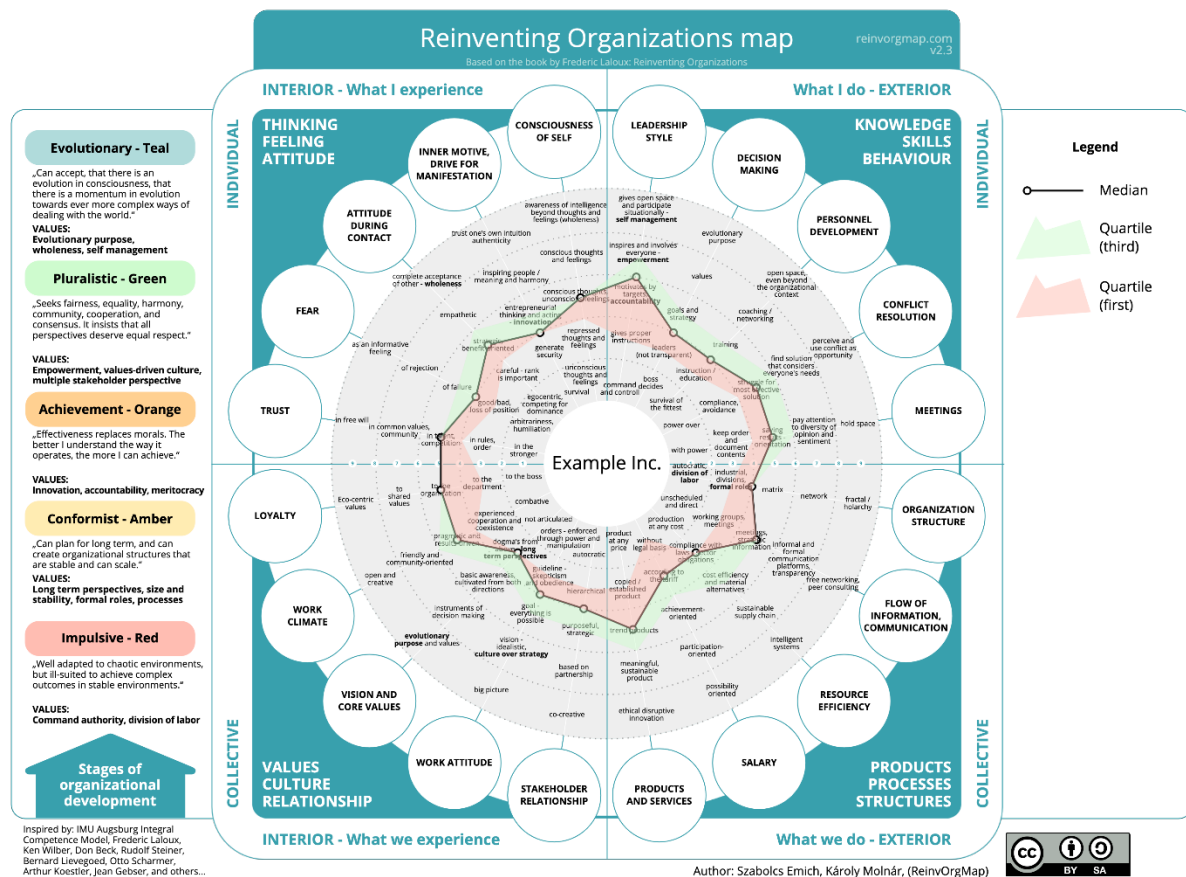


# Organisational assessment – A case study

With ReinvOrgMap

EXAMPLE Inc.



Károly Molnár, Péter Kemény, Ádám Bankó,

Adriana Pöcz, Diána Göncz

2019

# 1.Summary

The present study is aimed at providing a comprehensive overview about 1) the current state of EXAMPLE Inc. in its organisational development process and 2) the tools and methodologies capable of tackling the most urgent organisational issues. Forty employees took part in this anonymous assessment and they all come from various different organisational backgrounds and professional fields. Our research methodology was based on the model of ReinvOrgMap – an assessment tool that is able to delineate the actual state and development opportunities of organisational development as well as organisational consciousness. According to our findings, the following tendencies are prevalent in EXAMPLE Inc.

- Due to its unique profile, the organisation has a distinctive and well-defined vision which serves long-term and stable employment for its staff.
- The firm is still trying to overcome the anxiety and slight PTSD caused by the frequent CEO changes in the previous years.
- The new CEO has begun a more transparent internal communication strategy creating a more secure environment for the employees. Nevertheless, the organisation is still to be regarded as neurotic.
- The organisation itself is in the transitional phase between the Conformist and Achievement modes of operation (more details in Chapter 2.3.1). Due to this situation, large internal tensions have emerged in many cases. Many colleagues hold on to security, while many others are willing to take more responsibility and make more decisions.
- There are fundamentally different management styles in the firm: there is no shared management culture. This has led to difficulties in the day-to-day operations of the teams and the whole organisation.
- In spite of the improvements in internal communication, there is still some room for more dialogue and more open communication in the following areas: organisation and business decisions, products and payroll.
- Onboarding and personal learning and development processes would also require more attention, awareness and strategic planning.

We are proposing the following organisational development programs to address the issues above:

- 1) Implementing a min. 2-year leadership development program with trainings and supervision.
- 2) Keep improving internal communications: avoiding the two extremes of “no communication” and then “sharing everything”. The conscious use of transitional communication phases and well-planned decisions would be essential.

If EXAMPLE Inc. is able to execute these two programs, it might have a transformative impact on the overall organisation by solving various different issues at the same time.

**Additional note:** This version of the original study is a case study with the aim to present the use of ReinvOrgMap in a real organisation. Therefore, we would like to preserve the anonymity of the very organisation, so we are going to use the term “EXAMPLE Inc.” in the upcoming chapters. The industry in which the firm is operating and the given departments are provided also with pseudonyms so that we would avoid the identification of the organisation.

## 2. Methodology

### 2.1 Aim

The aim of the present study is to provide an extensive outlook to the management about 1) the actual state of the organisation and organisational consciousness on its developmental path, 2) the next meaningful steps that the organization can safely take, and 3) what kind of tools could support this process.

### 2.2 Implementation

In order to gain a comprehensive picture about the organisation, we conducted 1-hour long interviews with 40 participants involving staff members from the widest possible professional and personal backgrounds. The sampling was carried out by the HR Department using the results of a former personality test and meeting the following criteria:

- men and women in equal proportion
- as many departments and organisational units as possible
- newcomers as well as seniors
- all levels of the hierarchy

were to be represented in the sample of our study.

In the course of the research, we intended to differentiate between the subjective perception of an employee and the objective reality about a certain issue. Having said that, the present study has put a stronger emphasis on investigating our participants' own standpoints.

At the beginning of the interviews, we made sure that the participants were aware of the anonymity of their participations. Consequently, we are not going to share their names here, either.

Interviews were conducted with participants from the following departments:

- Operations
- IT
- General Management
- Finance
- Business
- Sales/Marketing

and from the following positions:

- Director
- Deputy Director
- Manager
- Team Member

Ideally, each and every “corner” of an organisation (including the CEO) is involved in such a research. Nevertheless, it was specifically requested by this firm that only employees “below” the CEO level participate in the study.

We analysed our data from different research perspectives and drew our conclusions based on our observations and the interviews conducted.

## 2.3 Model and tools

To be able to generate the largest amount of insights, we have applied a couple of tools and models for organisational diagnosis.

### 2.3.1 ReinvOrgMap and Spiral Dynamics

„The psychology of mature human beings is an evolving, oscillating, spiralling process that emerges from previous stages, characterized by the subordination of older, lower-order behaviour systems, a process that progresses to newer, higher-level systems when the existential problems of humanity change.“

These thoughts come from Dr. Clare Graves, (1914-1986) the “founding father” of **Spiral Dynamics** whose theories have been revised, completed and amended. Together with **Integral Psychology**, Spiral Dynamics is often used as a complex model to investigate organisational operations. In our present study, our primary tool is called **ReinvOrgMap**. This OD mapping methodology comes from Frederic Laloux’s famous book with the title “Reinventing Organizations”. By taking into account its most significant axioms, our team has created a specific methodology for a mapping diagnosis. By means of this methodology, we are able to analyse developmental lines of an organisation in order to identify consciousness levels in terms of Spiral Dynamics. These developmental lines allocate a certain scale of consciousness level to each and every organisational phenomenon such as decision making or motivation. In our research, we studied what kind of awareness, motivation and activities are characteristic of the organisation on a given line. The sum and the interrelation of these developmental lines define the consciousness map of the organisation. These lines are going to be represented at the beginning of each chapter.

The developmental stages and their characteristics as defined in our model are capable of characterizing the current operational modes of the organisation holistically. These stages are introduced in more details below:

#### **Impulsive (Red)**

##### **Strengths to learn:**

- Discover own willpower; carry out plans; initiation; courage
- Quick to react and adapt to changes in environment; find and exploit market niche before competitors
- Ability to specialise; unique skills in team members enabling division of labour

##### **Shadows:**

- Force own ideas on others by all means (even by aggression or public shaming)
- View others as objects or tools; incapable of recognizing other people’s needs
- Opportunism
- Distrust; adherence to authority
- Fear; anyone can attack

## Conformist (Amber)

### Strengths to learn:

- Peace and harmony in the team; good time together
- A common goal that everyone can identify with
- Long-term plans resulting in security
- Stable division of labour; clear-cut roles and framework
- Reliability; order; regulation
- Replicability; processes; measurement and quality

### Shadows:

- Learned helplessness; belief that there is no time/willpower to change and the system is more forceful; there's no use in trying because it is not allowed (lack of "Red")
- We vs. others; rivalry; with me or against me
- Hiding behind regulations in order to avoid taking responsibility; holding up
- Excessive bureaucracy; overdocumentation
- People for processes and not processes for people; trust in process and not the others
- Doing pointless tasks just because it's been done like that for years
- Measure performance in order to punish employees and make them align with rules
- Hierarchical organisational structure; promotion possible if a senior "becomes extinct"; competence has little or no value
- Misusing functions, rights, others' time and resources; talk to the hand
- The end justifies the means
- Isolation and silos

## Achievement (Orange)

### Strengths to learn:

- Innovation and competition
- Professional self-realization
- Efficiency; questioning presumptions; no more "that's how we do it"
- Reasoning based on own arguments and understanding and not because X said so
- Meritocracy: employees in functions based on their skills and competences
- Use difference of opinion and constructive discourse to achieve goals
- Form rules with flexibility and a strategic mindset
- Self- and group-reflection; ability to retrospect
- Optimisation, systematisation

### Shadows:

- Regarding people as cogs in the machine, thus, replaceable
- Isolate people from community: more focus on individual goals, measurement and evaluation
- Use measurement incorrectly: relating performance to compensation
- Cool yet pointless products; short-term production to maximise profit; huge environmental impact
- Achievement above all; sacrifice anything for it: people, resources, environment

## Pluralistic (Green)

### Strengths to learn:

- Discover values behind professional and individual differences
- Ability to take multiple viewpoints at the same time: optimize interests of different teams
- Importance of humans/humanity from the perspective of the employer, client, third party; maintain human relations; cooperation is a key to success
- Organisational culture has strategic importance
- Strive for sustainability
- Transparency

### Shadows:

- Everyone is equal; forcing unanimous decisions, consensus; indecisiveness
- Mutual love and respect but inability to bring about values (lack of “Orange” values)
- Politically correct: force equality, save others by all means

## Evolutionary (Teal)

### Strengths to learn:

- Self-organisation
- Complete transparency; all data is available to everyone in the organisation
- Each relationship, each conflict, each difficulty has a “mirror” within: a chance to get to know ourselves better
- Each crisis is an opportunity to have a rebirth
- Trigger crises intentionally in order to evolve
- Mission-driven: impact on the world is important

### Shadows:

- Might get lost in self-knowledge processes, thus, not able to create values
- Difficulty in finding balance between stability and change/confrontation; overdosed confrontation might result in eroding the stages below (and it might be difficult/impossible to recover from it afterwards)
- Elitism: overconfidence in judging what is useful for others and how they are supposed to work (e.g. introduce Teal methodology forcefully)

Further details about the model below:

- <http://reinvorgmap.com>
- <http://spiraldynamics.org/faq-basics/>

## 2.3.2 Wilber’s Quadrants

American psychologist-philosopher Ken Wilber defined four quadrants or fundamental perspectives from where we view phenomena of the world. Based on his theses, each and every phenomenon has four basic “faces”. Consequently, if we take a look at an organisation or firm from all four quadrants, we will have a complete and comprehensive portrait of it.

The first quadrant is called **Interior-Individual**, with our subjective and inner experiences in its centre. Here we analyse ideas, attitude and feelings of individual employees.

These can be identified only by asking subjects since they are the ones who experience them in their own subjective internal landscapes.

The second quadrant is called **Exterior-Individual** referring to the external expressions of individual phenomena. In this quadrant, we analyse knowledge, skills and attitude, which are all visible even for the outside world.

The third quadrant has the name **Interior-Collective**. From this perspective, we are able to investigate internal values, relationships and “products” of a given collective or community; i.e. organisational culture belongs to this quadrant.

**Exterior-Collective** is Wilber’s fourth quadrant referring to any kind of structure that defines and regulates shared operations. In this realm, we analyse tools, processes and structures.

These fundamental quadrants cannot be reduced any further and by ignoring any of them would lead to the loss a basic slice of reality. Thus, we have put emphasis on each of these four quadrants in our research in order to provide an inclusive picture of the organisation of EXAMPLE Inc.

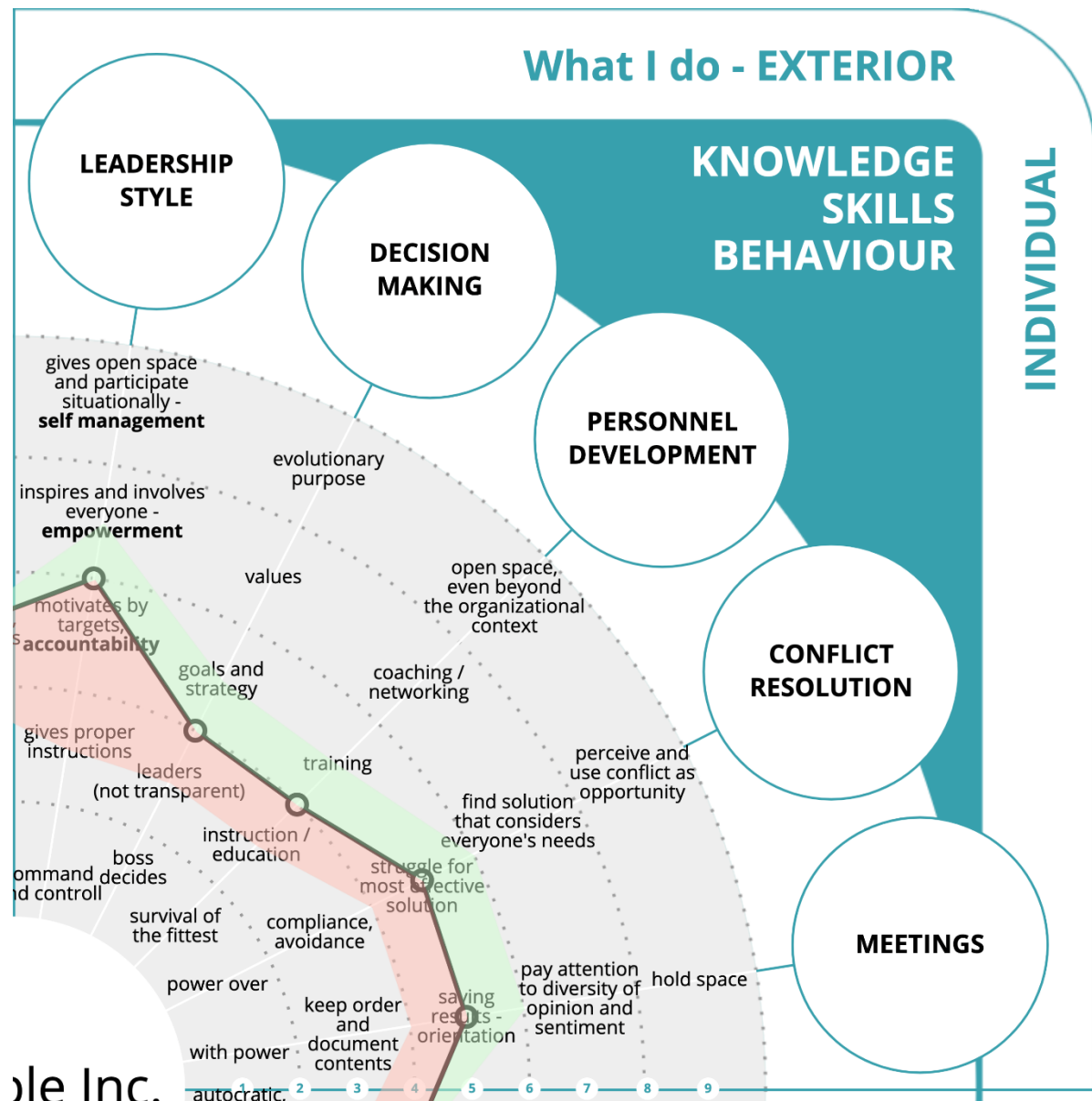
## 3. Organisational assessment

We have analysed EXAMPLE Inc. from various different viewpoints. In this chapter, we are going to present these observations as follows: 1) in the system of relations of Wilber's Quadrants and based on ReinvOrg Map; 2) by analysing further significant pillars of organisational operations; 3) in terms of organisational units; and finally, 4) regarding organisational positions. Our OD proposals are going to be shared in Chapter 4 by taking into consideration all the findings below.

### 3.1 EXAMPLE Inc. in Wilber's Quadrants

First of all, we are going to analyse the organisation with the help of Wilber's Quadrant Model. A relevant section of the map is also going to be displayed to each and every quadrant representing the most pivotal organisational characteristics and processes. In each subsection, we are listing: 1) strengths of the organisation; 2) areas that would need improvement, and if relevant, 3) one or two quotations by our participants justifying the given phenomenon or problematic issue.

### 3.1.1. Exterior-Individual



#### 3.1.1.1 Strengths:

- **Learning & development and onboarding**

The organisation puts a lot of emphasis on L&D by allocating a specific budget for this purpose. Employees of EXAMPLE Inc. have the opportunity to take part in numerous trainings, lectures, conferences, online courses, workshops as well as further educational programs. The opportunities are **used by the organisational units to different extents**. Besides the lectures that are provided by external consultancies, internal L&D programs are also available.

Employees can share their best practices and discuss actual trends of their professional field

within their own team. Apart from this, there are onboarding procedures to help new hires integrate into the organisation.

*“The company provides L&D programs. I could also come up with ideas for professional courses and they approved them.”*

- **Conflict management and meeting culture** are currently in the transitional phase **between the Conformist (Amber) and Achievement (Orange) stages**. Since the organisation itself is also at this developmental stage, operational processes can work out adequately. (Notice: In case the organisation takes a further step at the given developmental stage, it is vital for other processes such as conflict management, meeting culture, etc. to keep up with this improvement.)

*“The leader shares the information that he has acquired. It is mostly about who is doing what.”*

- The regulations regarding **decision making** processes are also **between the Conformist and Achievement stages**. And the same is valid here: since the EXAMPLE Inc. operates along these mechanisms at the moment, all these can work together in harmony.

*“Goals and strategies determine decisions; and everyone adapts to this.”*

### 3.1.1.2 Areas in need of improvement:

- **Learning & development and onboarding**

Paradoxically, while certain interviewees are satisfied with the onboarding and L&D processes of the organisation, many are highly critical of them. Onboarding is supposed to be of importance in EXAMPLE Inc. as the company has a unique profile in the Hungarian market. The implementation of onboarding programs, though, seems to **fall short of the original conceptions**. Based on the responses received, there are employees who have never participated in any kind of training or professional course or who have not gained any new hire training.

*“There are trainings but not the kinds we would need. They are like I don’t even wanna check them.”*

*“New employee training is pretty much a deep-end. There is no such training, procedures are lame.”*

- **Management style – Incoherent management culture**

As for our findings, there is a **two-stage wide gap between certain management styles**: there are leaders who manage their teams at the Impulsive (Red) stage, and there are some who belong to the Pluralistic (Green) stage adhering to these values with his/her team.

It's important to note that operation modes and cohesion of a team are determined by management culture. In EXAMPLE Inc., there are large differences between operational modes of certain teams (divisions) due to this **discrepancy among management styles**.

*"Sometimes you question certain issues from a professional point of view, but here you just have to carry them out. We have to do pointless tasks and the results are not used any further."*

*"Self-sufficiency is required, and they give us some rope."*

- **Measurement of efficiency and performance**

As for many respondents, **measurement is almost completely missing** in the organisation. There are not even concepts or best practices how such assessments are done. The lack of measuring efficiency and performance entails the lack of accountability in many cases. A manager usually relies on his team members' internal motivation: if it is sufficient, workflows run smoothly; if not, the manager has no means to handle the situation. A possible solution to solve this issue is setting targets and evaluating their implementation.

*"Here, people cannot be motivated by reaching targets. There are tasks, you have to align; there is no culture for that. Managers are not required to evaluate your performance."*

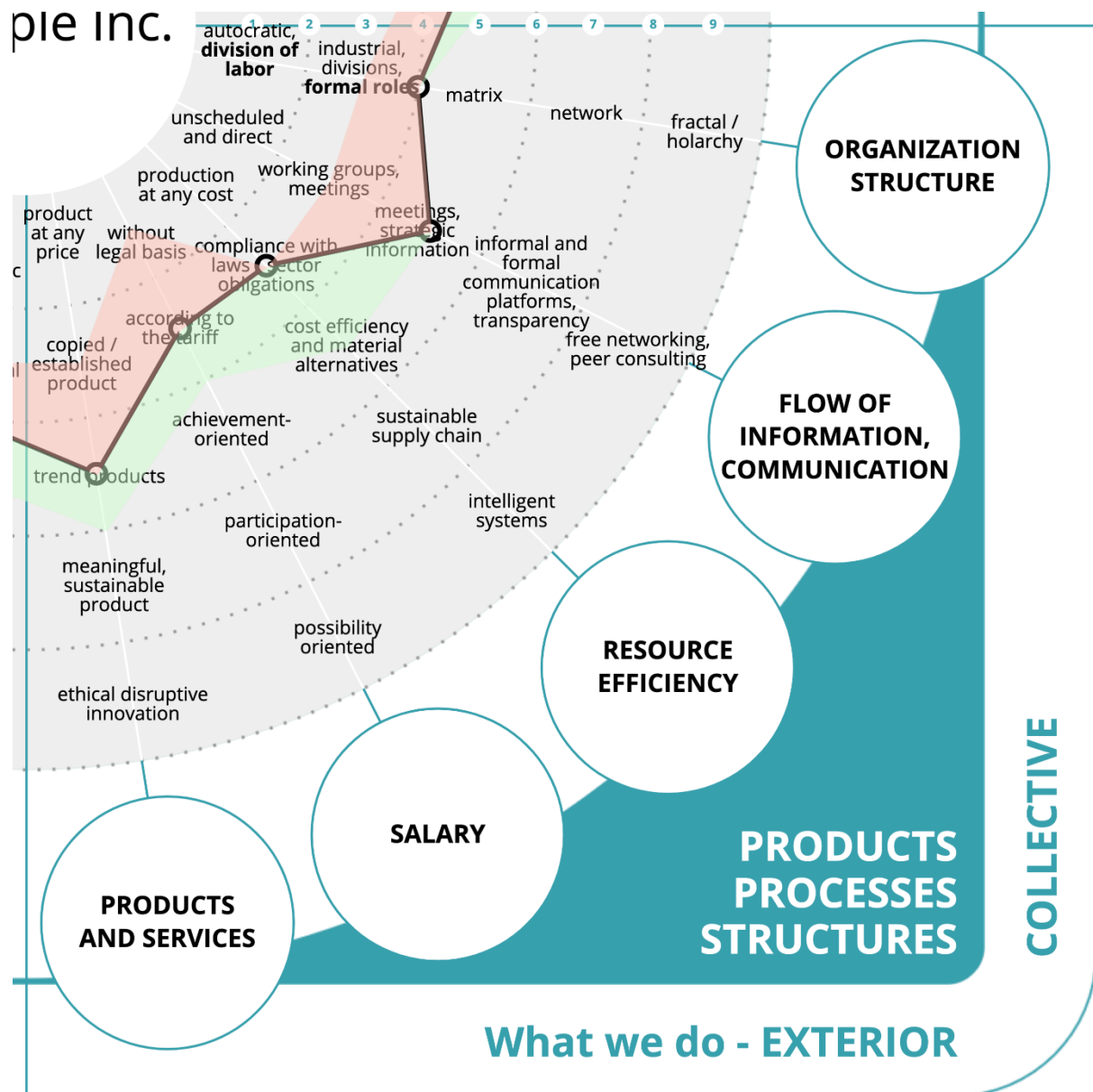
- **Decision making**

Decision making processes in the organisation were viewed quite differently by research participants. In general, the overall structure of decision making seems to be inherently regulated in EXAMPLE Inc.; still, a large group of **employees are not familiar with its levels and competencies involved**. Also, the majority is not able to differentiate between a decision and its internal communication. Thus, the perception of a decision is usually quite blurry for them: even if an "adequate" decision is made by a manager and **the decision is not communicated "adequately"**, the decision itself will be perceived as "inadequate" (and not the communication). Due to insufficient communication, many decisions are not comprehensible or sensible for the employees.

*"Managers make decisions but we are not clear about the whys and wherefores."*

*"There is a "decision-making committee" and there is a strategic direction that they won't share with us. We have to complete the puzzle by ourselves."*

### 3.1.2 Exterior-Collective



#### 3.1.2.1 Strengths:

- **Products and services**

The organisation fills in a specific niche in the Hungarian market and owns a **well-defined** product and service portfolio.

*“We try to provide a broad portfolio. Compared to other developed countries, we are in parity in terms of product portfolio.”*

- **Communication**

The current CEO in charge has made **significant steps** to communicate with employees. His aim is to keep 4 (or at least 2) all hands meeting per year. So far, they have been all scheduled and carried out. In these meeting, he talks about strategies for the upcoming period and everyone is welcome to ask questions. There is also a “magazine” introduced which features regular interviews with the CEO.

*“There is an apparent improvement.”*

- **Payroll**

Salaries are defined by a **transparent and well-structured system** and the given payroll categories are also available at the Intranet site of the company.

- **Organisational structure**

Organisational structure is at the **transitional phase between Conformist and Achievement** consciousness stages just like the organisation itself. Owing to their “harmony”, operational processes can be carried out.

### 3.1.2.2 Areas in need of improvement:

- **Communication about products and services**

EXAMPLE Inc. has a unique product and service portfolio in the Hungarian market and they are to be regarded of high quality even internationally. Still, the communication about products and services are far from being sufficient. According to our findings, a large number of employees is **not aware** of the portfolio.

*“If a new product is introduced, we only create its brochure. But I don’t know it, I don’t see it.”*

- **Internal communication**

Regarding internal communication, we can conclude that almost everybody sees it differently. Many are not satisfied with it at all: according to them, **informal communication** has a vital role besides official communication channels. They call this informal channel “Story Magazine” (just like Hungary’s popular tabloid). In certain cases, more information is available while chatting in the kitchen than in meetings with managers. This informal forum is “aimed” at filling up this communication gap. If employees do not acquire a satisfactory amount of information from their managers, they will try to have access to them in other alternative channels. Insufficient information will contribute to the “maintenance of informal channels” which might result in **distrust, fear or even neurosis** in the organisation.

*In the evening, we asked whether we would move. They said no. Next morning, there were boxes everywhere ready for moving things to the new place.”*

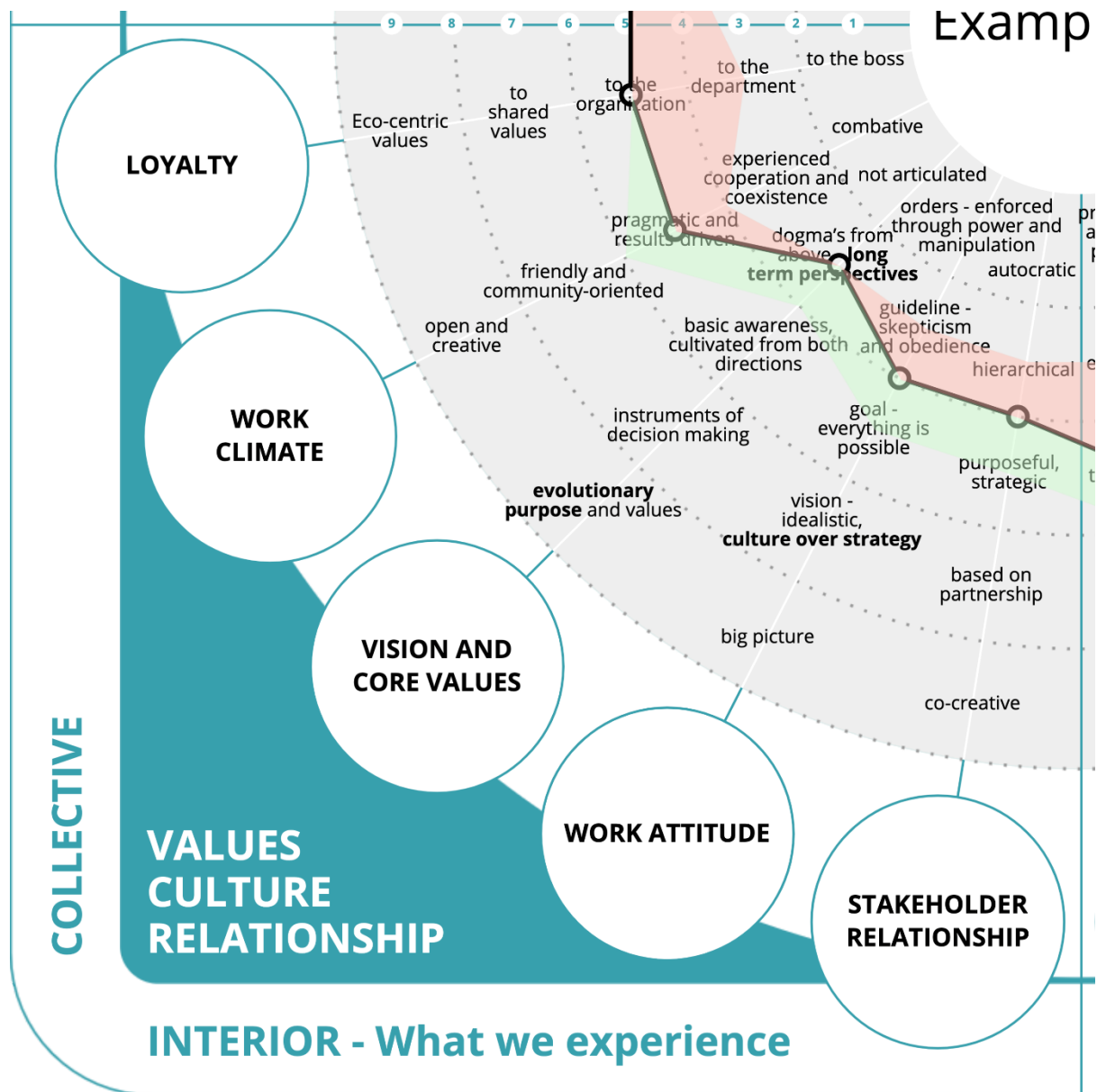
*“Lack of information is bad and entails guesswork.”*

- **Communication about salaries**

In spite of the fact that salary categories are available on the company's Intranet site, not many colleagues are familiar with them. During wage negotiations, future employees are not fully informed about wage groups, how they can switch to another group and how bonuses are distributed among staff members. The current system is **not fully transparent**.

*"I don't think there are different groups. Rewards are based on performance. And it is a matter of intuition."*

### 3.1.3 Interior-Collective



#### 3.1.3.1 Strengths:

- **Security and stability**

This quadrant has proved to be the least dispersed and justifies the fact that the organisation is on the way between the Conformist and Achievement stages. The **economic stability** of the firm is seen as a great advantage by the participants and they are satisfied with the security it provides for them.

- **Working relationships**

Working relationships in the organisation are friendly and **supportive** ensuring a pleasant environment for employees. Collaborations are mainly target-oriented contributing to the stability of the organisation in the transitional phase between Conformist and Achievement stages.

*“There are many departments where the community has a pivotal role and it extends beyond mere working relationships.”*

- **Visions and values**

A large number of participants was able to formulate the firm’s visions and their answers were coherent. Those who were not acquainted with these visions admitted their ignorance. Thus, visions are **either fully clear or absolutely unknown**. We have not seen anything in between. We regard the newly introduced all hands meetings as a possibly useful source of such information.

*“There are a couple of new products that seem to support fulfilling our visions.”*

### 3.1.3.2 Areas in need of improvement:

- **Attitude to new challenges**

Based on our findings, new tasks or challenges are often approached with a presumed need for compliance (i.e. extrinsic motivation). This attitude can be exhausting in the long run and stands in the way of creativity and productivity. This phenomenon might be due to unexplained or withheld information. Since decisions and tasks stemming from these decisions are not clear and their implementation is obligatory, employees will carry them out **just because they want to comply**.

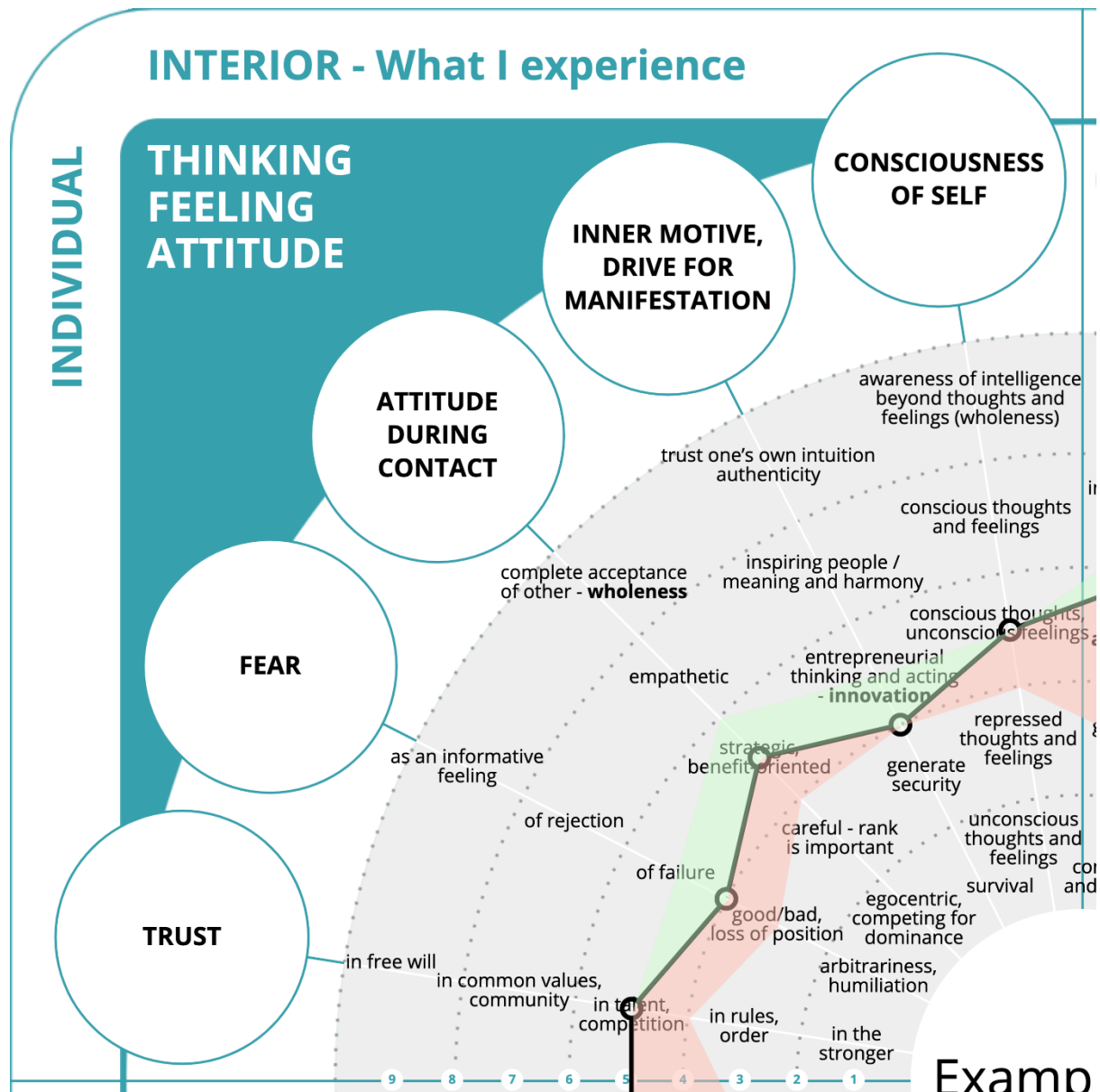
*“We don’t agree with it, it is not our task, but if they said so, we’ll do it.”*

- **Visions and values**

Besides the strengths discussed above, there are a couple of shortcomings in this area, as well. Certain business operations draw the organisation to the Conformist stage, while others to the Achievement stage. This discrepancy hinders effective and well-targeted business operations.

*“We do not really make decisions; we carry out tasks.”*

### 3.1.4 Interior-Individual



#### 3.1.4.1 Strength:

Regarding this quadrant, we might conclude that the employees' personal consciousness is in parity with the one of the organisation just like in many other fields above (e.g. decision making).

#### 3.1.4.2 Areas in need of improvement:

- **Motivation and initiation**

Employees in this organisation have **mainly extrinsic motivation**. From an OD perspective, it would be essential to develop their intrinsic motivation instead. Since measurement is not part of the culture of this organisation, many employees have the feeling that their work

cannot be measured. This has lowered their inclination to take responsibility for their work. Motivation and responsibility can be improved by improving management styles.

*“For a long period, I came to work here to innovate, inspire and be acknowledged. Now we are on the way which turns it down all.”*

- **Fear**

Based on the interviews, we have seen fear and distrust in many cases, therefore, the organisation might be considered **highly neurotic**. In order to minimize their fear, people started to develop an overtly “prudent” attitude which has become more important than self-realization and creativity.

*“Their goal is to keep employees in fear. The communication is like how we monitor what you do and what kind of consequences it will have.”*

## 3.2 Further significant pillars of organisational operations

This chapter is aimed at pointing out further significant tendencies and phenomena which were not discussed in the previous chapter (due to ReinvOrgMap's framework) but which have a pivotal role in organisational productivity and culture.

### 3.2.1 Cooperation and organisational culture

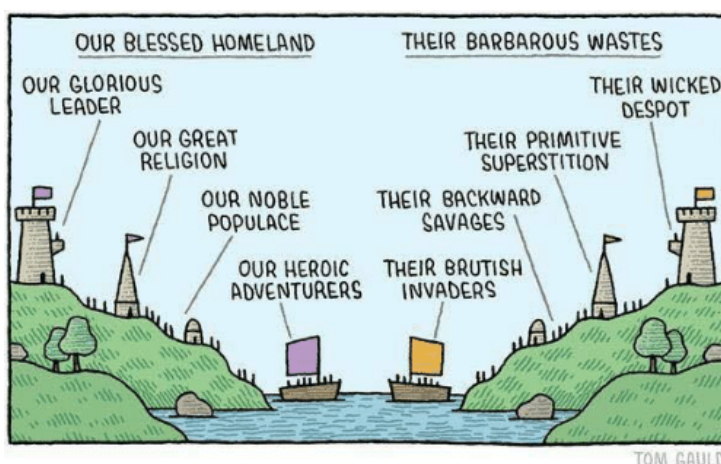
**In-group–out-group bias** is quite prevalent in the organisation: in practice, this refers to a kind of “we versus them” worldview and operational mode. On the one hand, there are strong working relationships and alliances within certain teams; on the other hand, **distrust towards other teams** is also present in many cases. Still, this phenomenon might be a refreshing experience for those who worked for extremely competitive firms before. Due to this intensive in-group bias and the insufficient quality and/or quantity of onboarding processes, new hires might have difficulties in getting integrated into their teams.

*“It’s always difficult when there is a new colleague. We are a pretty closed team. A colleague who came 2 years after us said that we didn’t really say hello to him in his very first weeks.”*

### 3.2.2 Management culture

A team’s operations are fundamentally defined by its leader and his/her management style. In EXAMPLE Inc., there are various different methodologies/attitudes in use with **divergent consciousness levels**: from the **Impulsive**, **Conformist** and **Achievement** stages up till the **Pluralistic**. These organisational units often function as defensive bastions **making the cooperation with other units extremely difficult**. This incoherent management style resulted in working units distancing themselves from another: they own **different mindsets, internal culture** and regulations.

*“Everyone feels perfect in his/her own team and nest. But when they need to reach out to someone else, when they have to discuss something, the cooperation becomes much more problematic.”*



#the enemy

Author: [Tom Gauld](#)

Regarding management styles, we can say that when a leader does not trust his/her team members, his operations will drop to the Impulsive (Red) stage. This, in return, will decrease people's sense of security and they will also start functioning at this Impulsive stage. In order to stabilize the organisation at the current Conformist – Achievement consciousness levels, trust and security need to be sustained and strengthened. A comprehensive and long-term (2-year long) management training program could definitely mitigate managerial incoherence and the flips to the Impulsive consciousness level.

### **3.2.3 Goals, measurement and retrospection**

According to the majority of our participants, their performance is not measurable. This issue stems from the following two tendencies:

- 1) managers (and also team members) are not really knowledgeable about the concept of measurement
- 2) the importance of measurement is denied, presumably in order to avoid any negative feedback risking people's sense of security.

Due to the complete lack of measurement, consequences of under-performance cannot be articulated, either: personal responsibility is rarely taken in the organisation. If measurement function as a tool to punish people, it will demoralize the complete staff.

The lack of operational assessment entails a global risk for the organisation. On the one hand, less productive functions will not be uncovered since the only evaluation tool in use is Time Sheet and the precise documentation of labour processes. Yet, adequate working hours and prudent operational modes do not yield real values for the organisation. Another problem is that without measurement outdated and old-fashioned work processes will stay hidden.

Deficient measurement is a “shadow” characteristic of the Conformist stage. Without solving this issue, the transition to the Achievement stage is not possible. A well-thought management training program could solve also this issue: the importance of measurement should be understood by the management, at first.

### **3.2.4 Bureaucracy and decision making**

As pointed out earlier, decision making is highly regulated in EXAMPLE Inc. It is also clear that employees are not able to see through the certain levels and competences in decision making processes which are apparently overregulated. Bureaucratical procedures lead to laborious and time-consuming processes. In many cases, the necessity of such measures is highly questionable.

*“Sometimes, I cannot even post a letter without my manager checking it. When I entered the company, it took a lot of effort to adapt to this bureaucracy.”*

*“In this overregulated environment, we cannot think freely. Sometimes, we spend more money out of formal reasons than it is reasonable.”*

Apparently, the numerous CEO changes in the last years caused a kind of trauma in the organisation: there is a constant fear of a possible change in the management. In order to make up for this anxiety, operational processes and decisions are overdocumented in paper format as well as electronically. A certain amount of documentation is necessary, but it needs to be investigated to what extent it stems from fear. Overregulated processes make it difficult for EXAMPLE Inc. to keep up with highly competitive companies. Apart from external relations, there are certain internal relations and units which came into being due to excessive internal regulations:

*“Controlling, reporting and accountancy do not contact with each other in professional terms.”*

Complying with regulations is a sign of healthy operations at the Conformist stage. It might be seen even as an asset that the organisation is able to keep up with them. A drawback, though, can be an overregulated operational mode and decreased creativity in the process of implementation. EXAMPLE Inc...

*“... operates based on regulations. Regulations are not process-based.”*

### **3.2.5 Neurotic organisation, low level of trust**

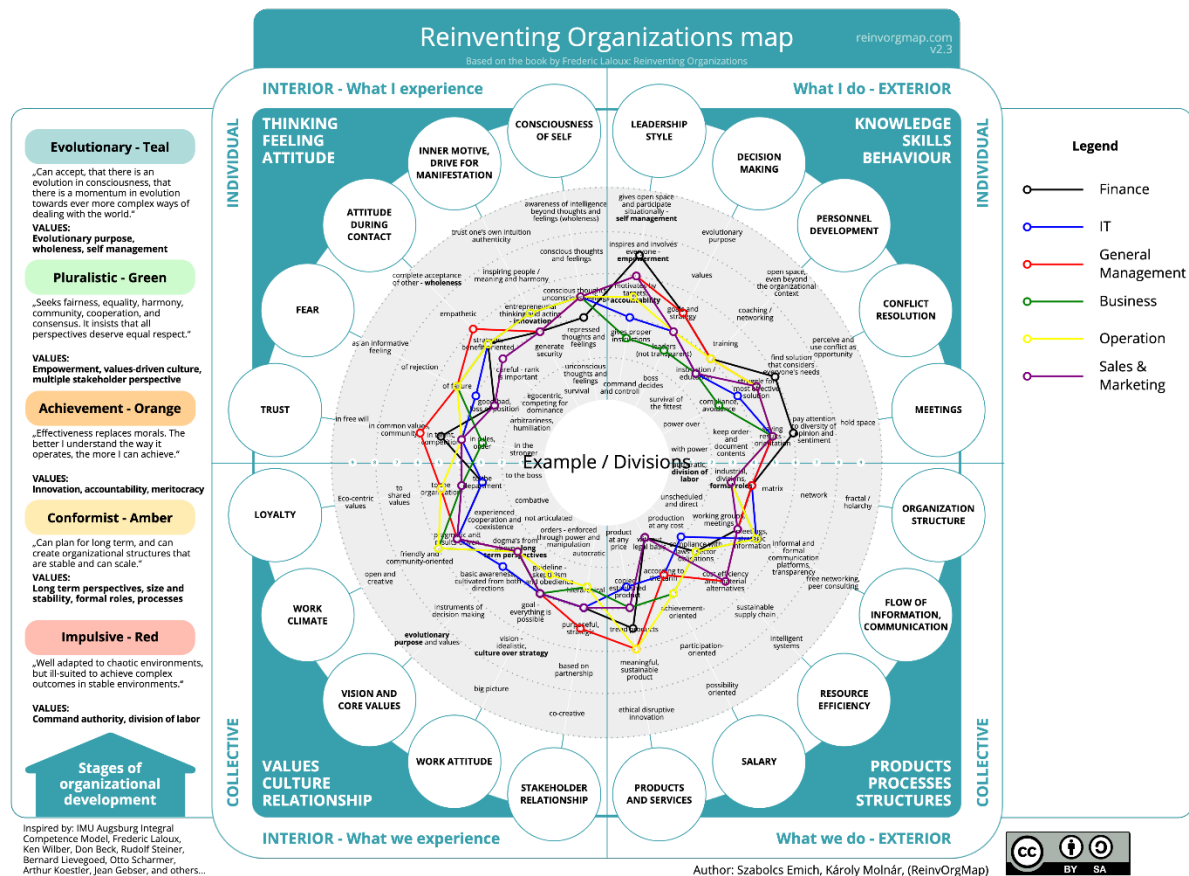
There are a couple of seemingly contradictory phenomena present in EXAMPLE Inc. justifying the neurosis of the organisation. On the one hand, employees highlight the economic stability of the company. On the other hand, there is a general insecurity due to the insufficient amount of internal communication and frequent CEO changes in the recent years. Losing their job is not necessarily a realistic scenario in their eyes; fear is generally based on past precedents occurred in the organisation:

*“Even the regulations themselves cannot be relied upon...”*

The same kind of oppositional/doubtful stance is present if we take a glance at decision making processes: employees do not see and understand decisions to an extent that they could trust them. All this results in a highly negative perception of the decisions or the decision-makers while many managers were evaluated positively in our interviews. Organisational neurosis seems to inherently correlate with transparency in internal communication.

### 3.3 Characteristics of organisational units

We are going to present our observations regarding each organisational unit by displaying a map and giving some comments about the findings.



The way departments experience the organisation is not homogenous. However, the distance among these experiences is not so significant in most of the cases that it would cause real communication problems.

Still, there are a couple of areas where the distance has become significant leading to serious risks for long-term operations.

- **Management styles differ to a great extent** in each organisational unit and the representatives of the diverse styles have a **difficulty in understanding each other**. Currently, there is no substantial risk involved since managers mainly work in silos and there is a relatively slight amount of dialogue between them about managerial methodologies.
- **Trust** and trust-related **conflict situations** are also managed with quite different methods and consciousness levels in the organisation. This entails a **higher risk** already for EXAMPLE Inc. as handling tensions among organisational units could be a highly demanding OD challenge.

Consciousness levels in **Finance** and **General Management** are both above the organisation's median. With their improved consciousness levels, they are “dragging” the organisation towards the Achievement stage.

**Reinventing Organizations map**  
Based on the book by Frederic Laloux: Reinventing Organizations

reinvorgmap.com v2.3.0

**Evolutionary - Teal**  
„Can accept, that there is an evolution in consciousness, that there is a momentum in evolution towards ever more complex ways of dealing with the world.“  
VALUES: Evolutionary purpose, wholeness, self management

**Pluralistic - Green**  
„Seeks fairness, equality, harmony, community, cooperation, and consensus. It insists that all perspectives deserve equal respect.“  
VALUES: Empowerment, values-driven culture, multiple stakeholder perspective

**Achievement - Orange**  
„Effectiveness replaces morals. The better I understand the way it operates, the more I can achieve.“  
VALUES: Innovation, accountability, meritocracy

**Conformist - Amber**  
„Can plan for long term, and can create organizational structures that are stable and can scale.“  
VALUES: Long term perspectives, size and stability, formal roles, processes

**Impulsive - Red**  
„Well adapted to chaotic environments, but ill-suited to achieve complex outcomes in stable environments.“  
VALUES: Command authority, division of labor

**Stages of organizational development**

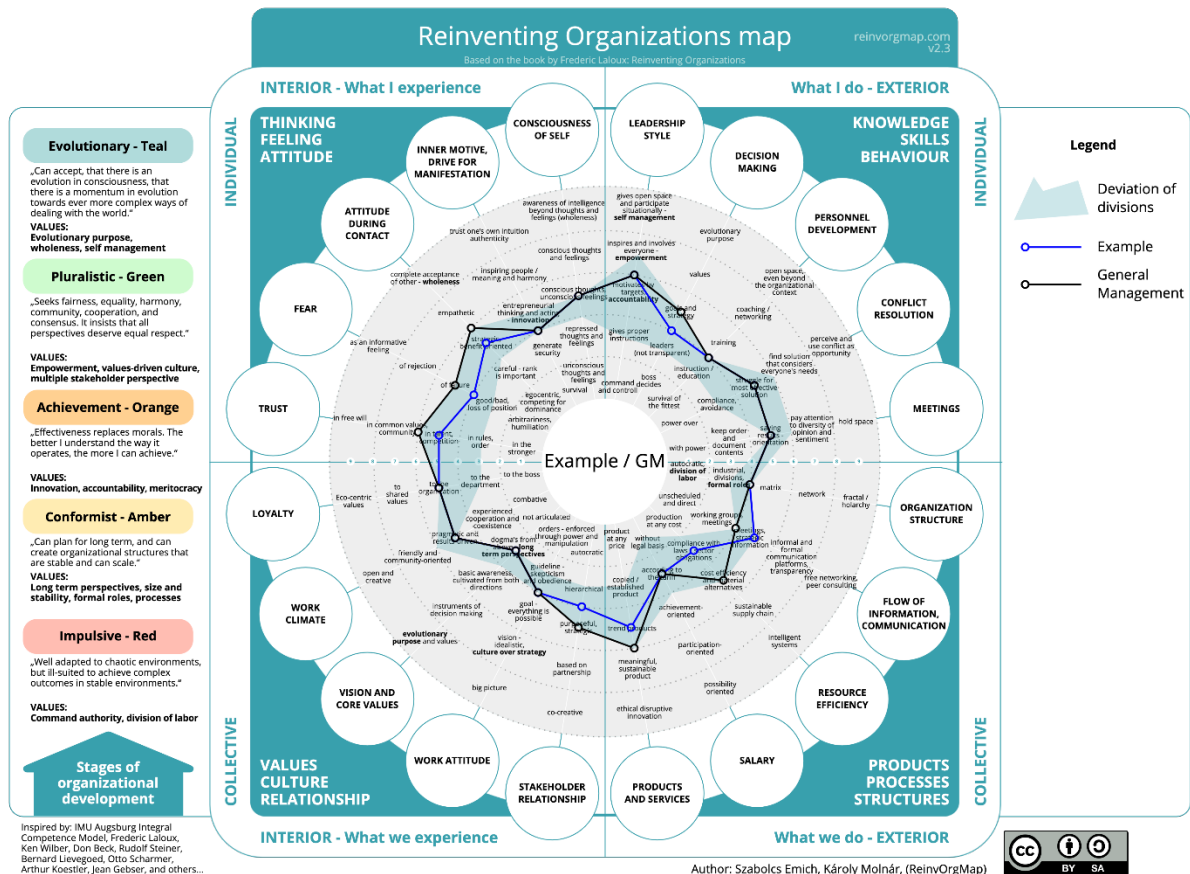
**Legend**  
Deviation of divisions  
Example  
Finance

**INDIVIDUAL**  
**What I experience**  
**THINKING FEELING ATTITUDE**  
**INNER MOTIVE, DRIVE FOR MANIFESTATION**  
**CONSCIOUSNESS OF SELF**  
**LEADERSHIP STYLE**  
**DECISION MAKING**  
**What I do - EXTERIOR**  
**KNOWLEDGE SKILLS BEHAVIOUR**  
**PERSONNEL DEVELOPMENT**  
**CONFLICT RESOLUTION**  
**MEETINGS**  
**ORGANIZATION STRUCTURE**  
**FLOW OF INFORMATION, COMMUNICATION**  
**RESOURCE EFFICIENCY**  
**PRODUCTS PROCESSES STRUCTURES**  
**COLLECTIVE**  
**What we do - EXTERIOR**  
**VALUES CULTURE RELATIONSHIP**  
**WORK ATTITUDE**  
**STAKEHOLDER RELATIONSHIP**  
**PRODUCTS AND SERVICES**  
**WORK CLIMATE**  
**LOYALTY**  
**TRUST**  
**FEAR**  
**ATTITUDE DURING CONTACT**  
**VISION AND CORE VALUES**

**Example / Finance**

inspired by: IMU Augsburg Integral Competence Model, Frederic Laloux, Ken Wilber, Don Beck, Rudolf Steiner, Bernard Lievogod, Otto Schärmer, Arthur Koestler, Jean Gebser, and others.

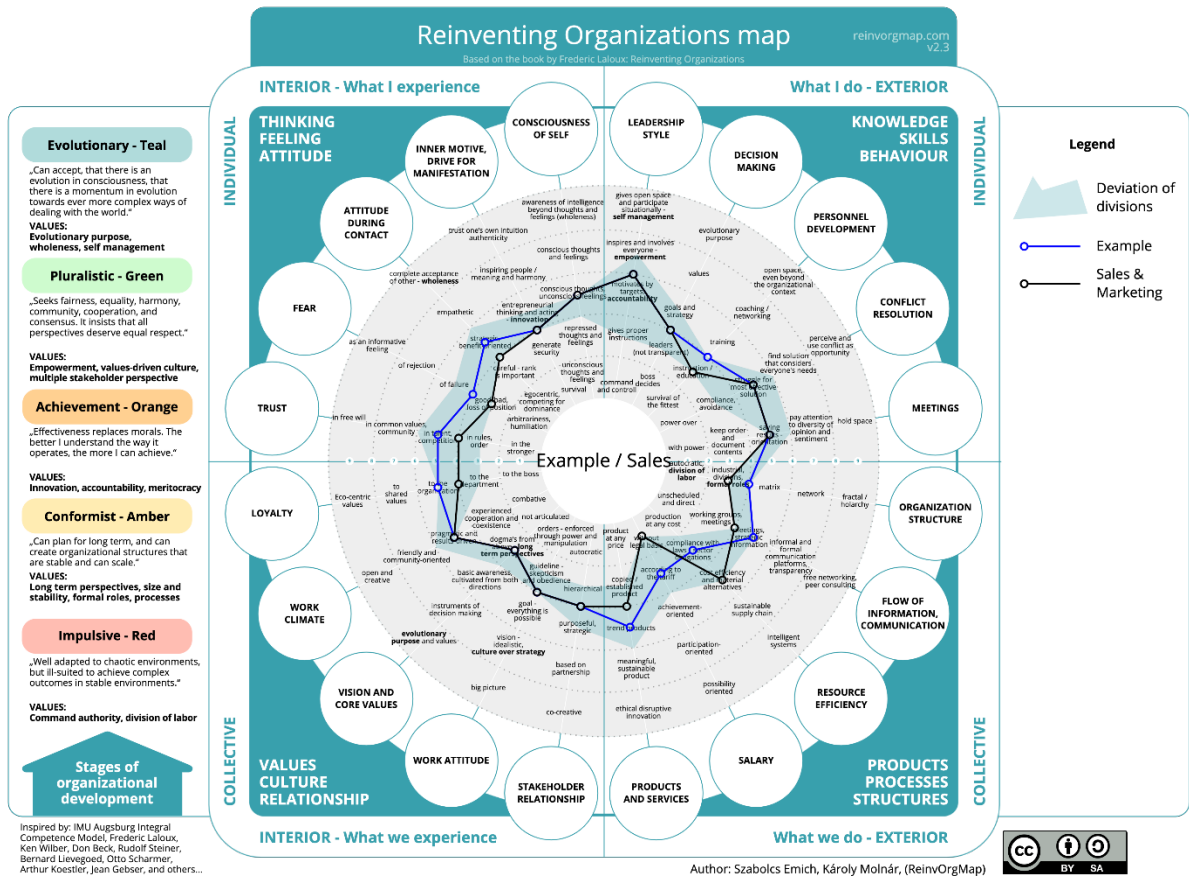
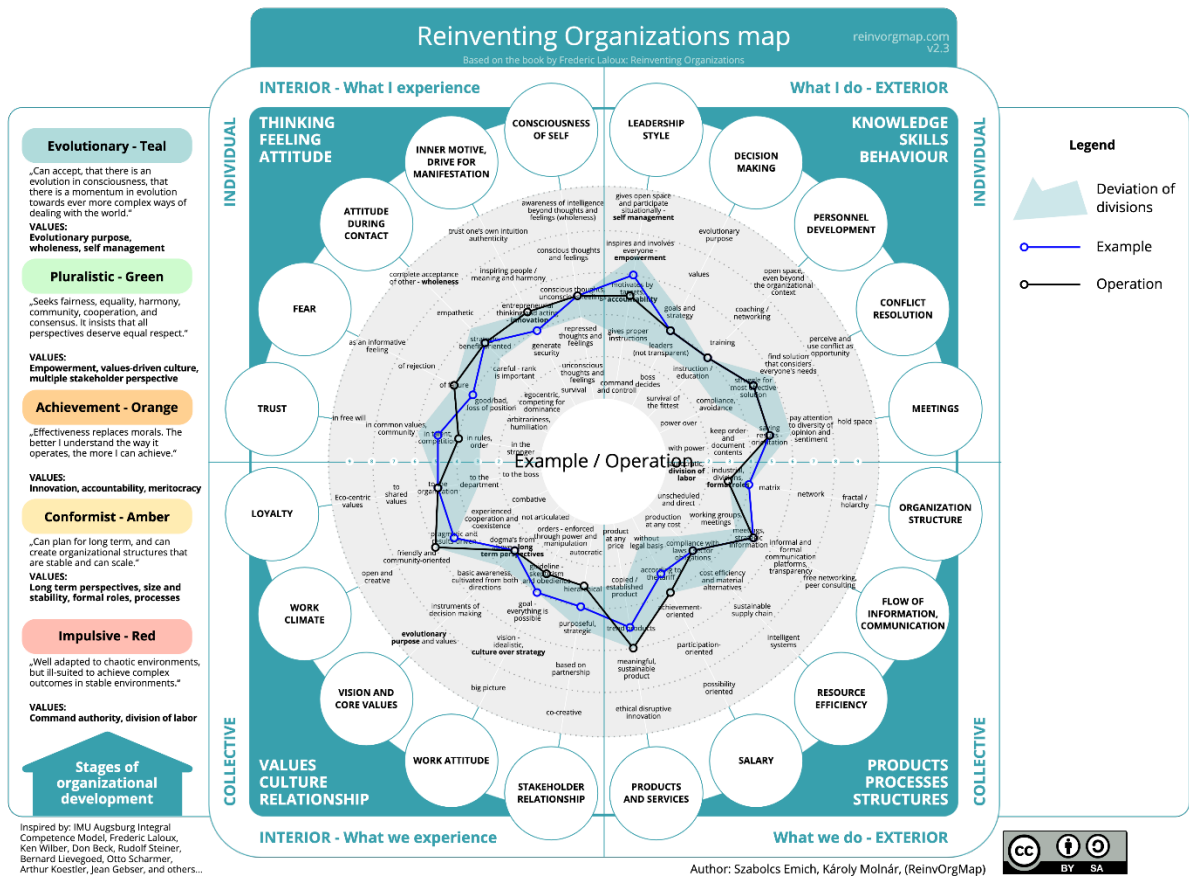
Author: Szabolcs Emich, Károly Molnár. (ReinOrgMap)



### 3.3.2 Areas with average consciousness

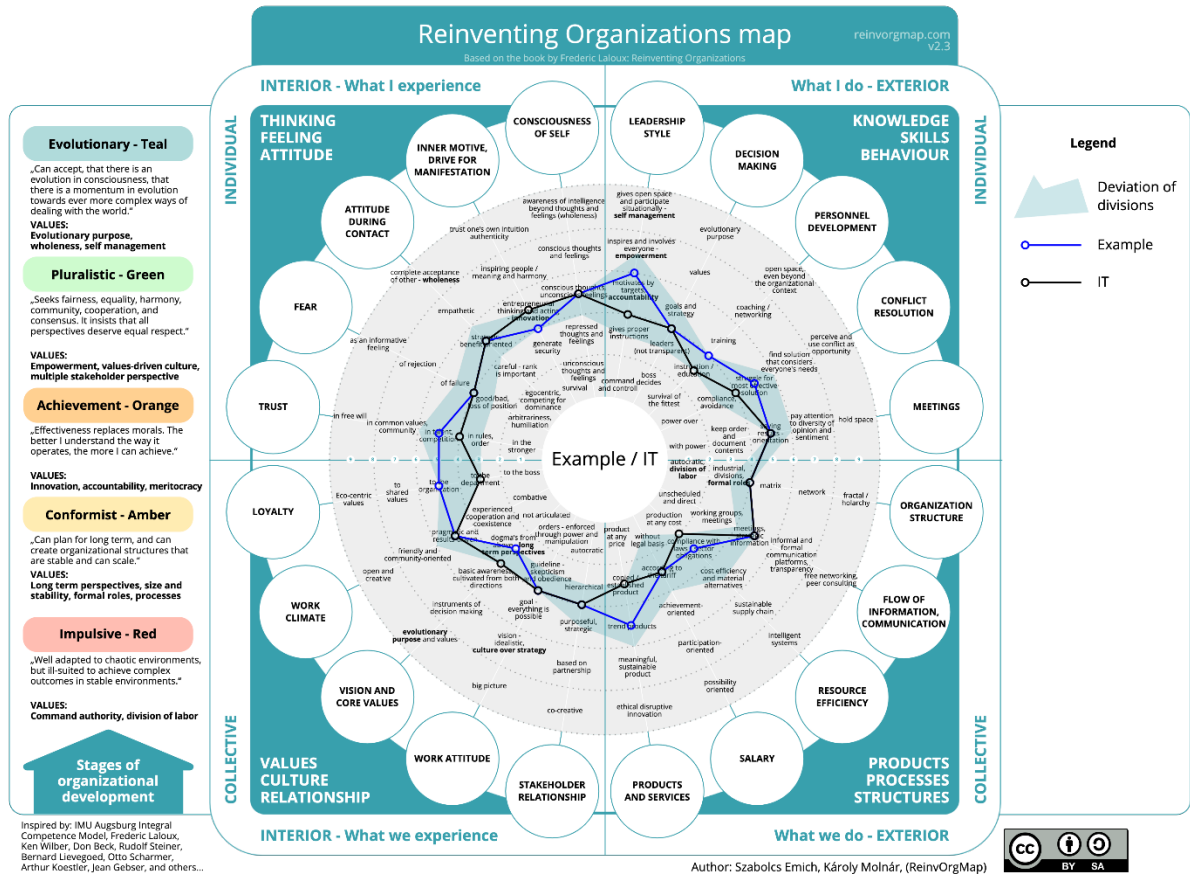
In statistical terms, both **Operations** and **Sales/Marketing** stand at the average of the organisation, occasionally supporting and in other cases hindering the development towards the Achievement stage.

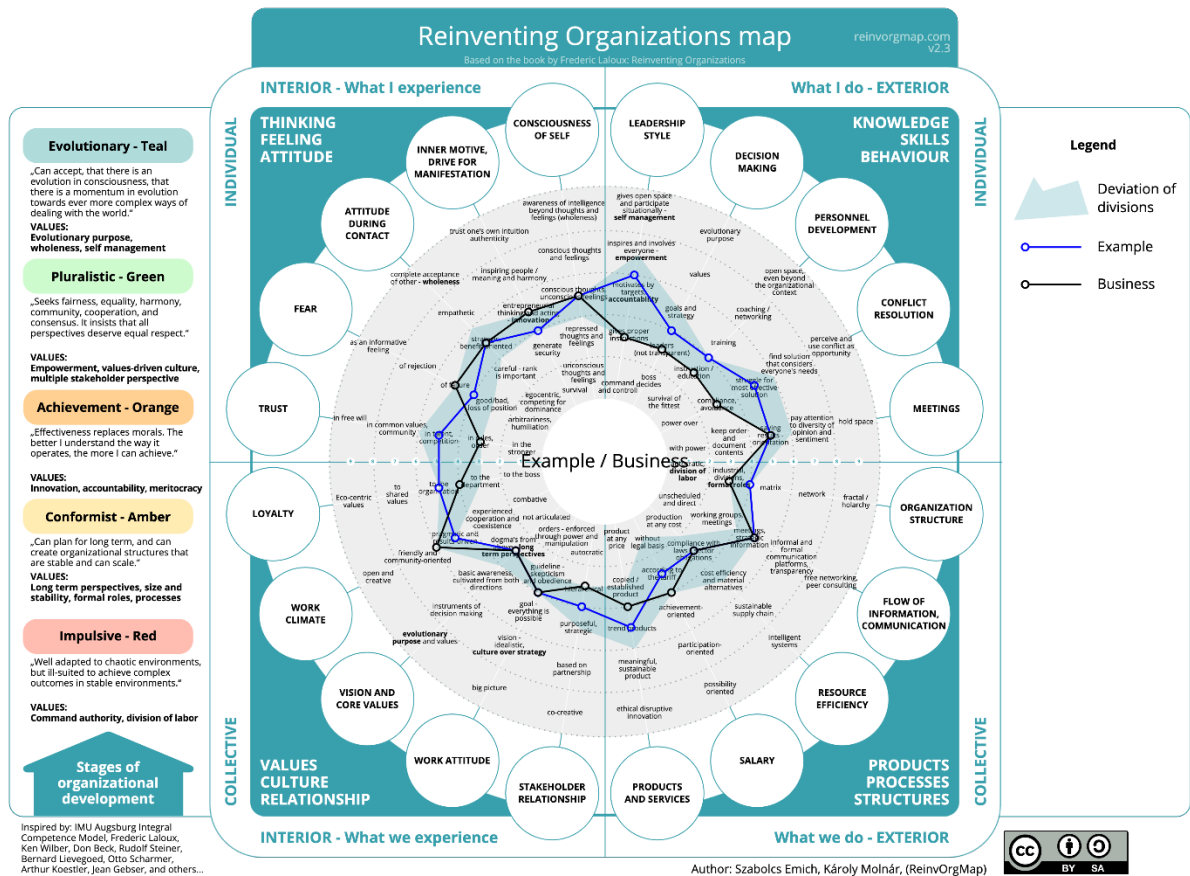
It is essential to inspire these areas so that they would see **better examples for cooperation**. Through these examples, they could believe that there are real developmental opportunities in the organisation.



### 3.3.2 Areas with challenged consciousness levels

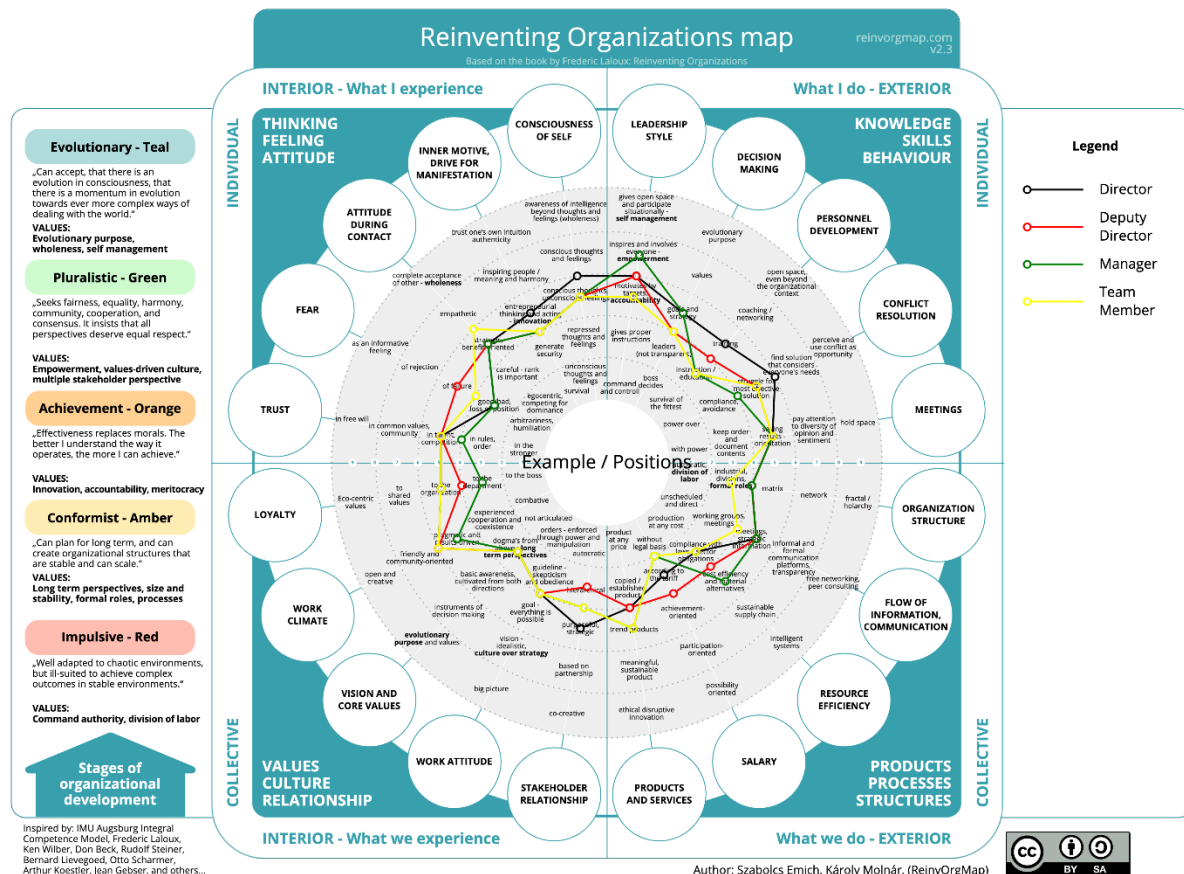
Both **IT** and **Business** regard the organisation more negatively than it is in reality. Here, the most important task for the management is to help them see things as they are. Inspiration towards development is less important in their cases. For them, the goal is to see a **healthier picture** of the organisation, otherwise their pessimism is going to hinder any kind of development.





### 3.4 Characteristics of organisational position

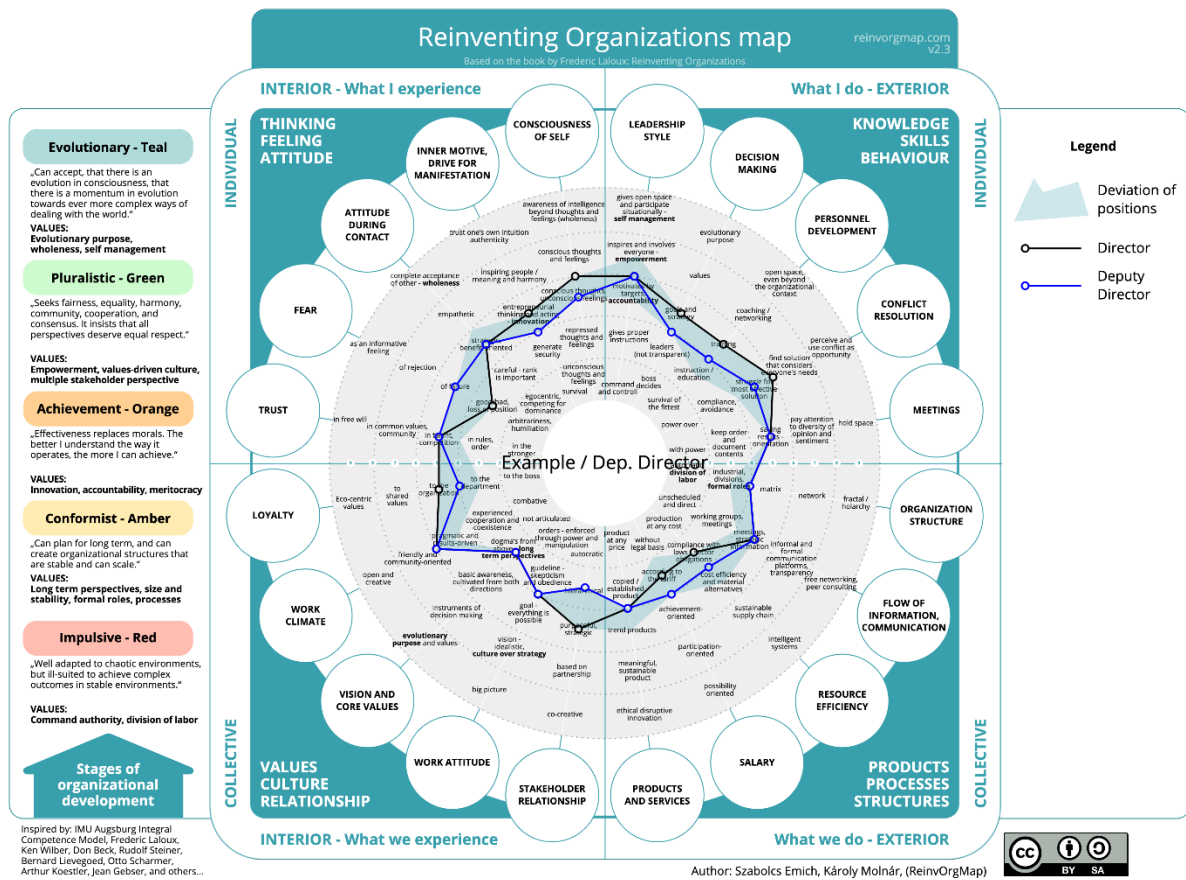
We can spot certain tendencies and characteristics not only in organisational units but also in certain organisational position types. We are going to present our findings below.



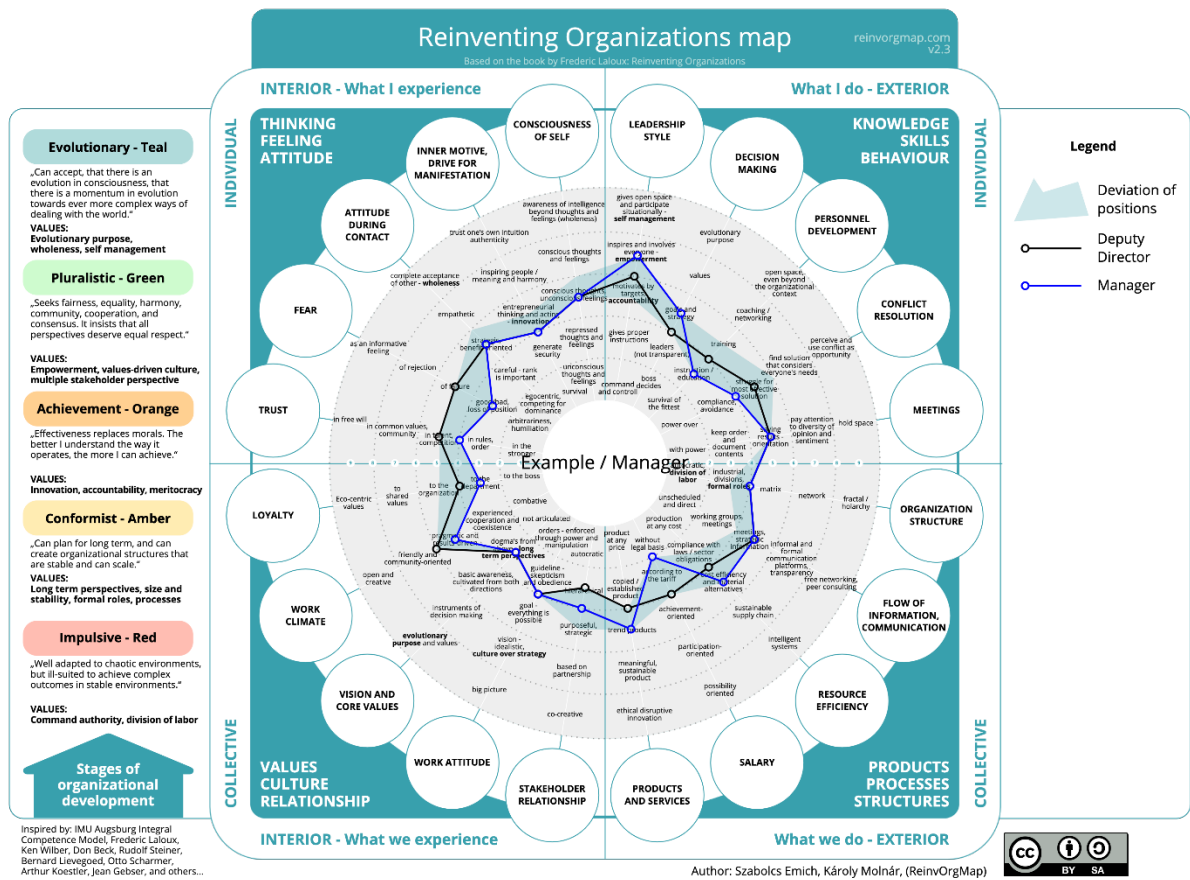
The incoherent viewpoints as displayed on the map above are of little risk at the moment since organisational levels communicate with their immediate levels exclusively. Therefore, we need to analyse only these direct/immediate relationships. In case the organisation develops towards the Achievement stage, conflicts might arise as these levels will start communicating with other levels, as well. This risk might be lowered by a well-structured management training program.

The upcoming maps are not going to be discussed in further details as the issues presented are not of significant risk at the moment.

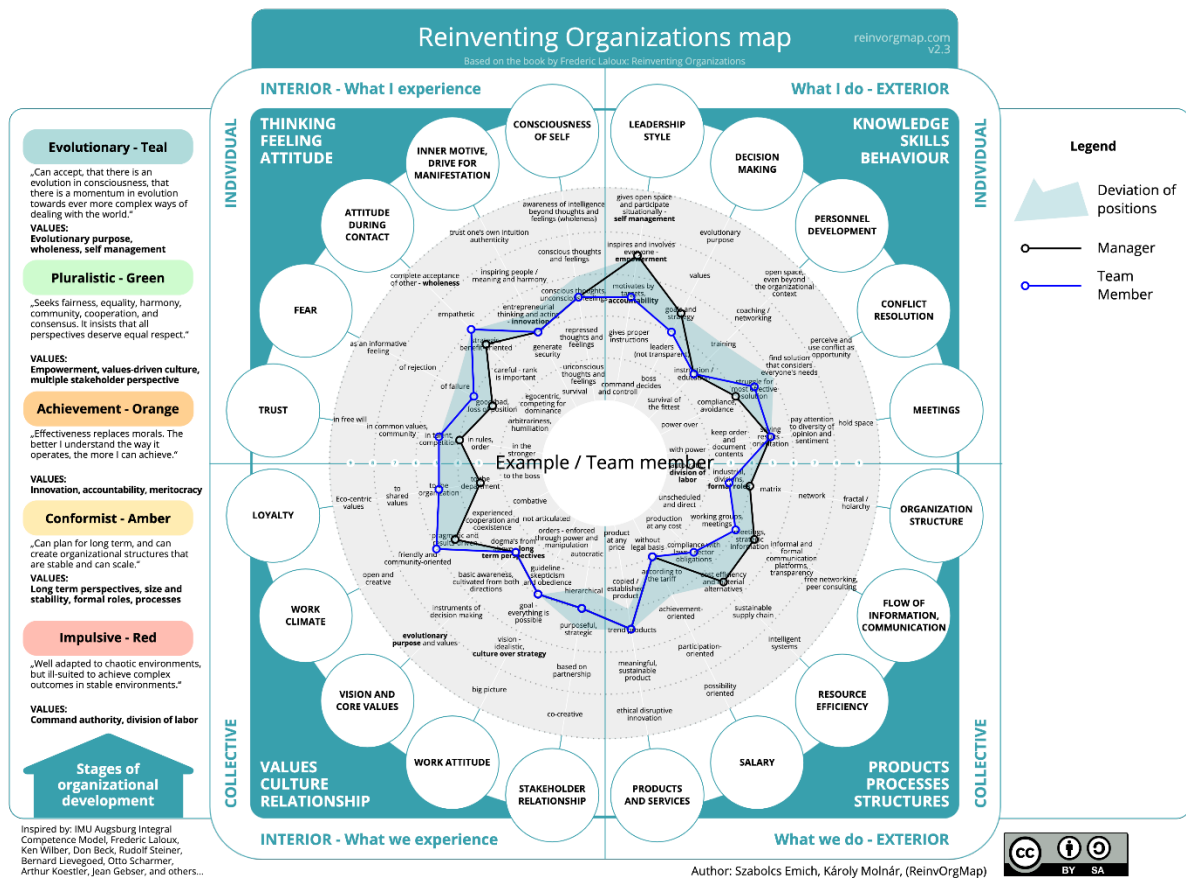
### 3.4.1 Director and Deputy Director



### 3.4.2 Deputy Director - Manager



### 3.4.3 Manager – Team Member



## 4. Organisational development backlog

This chapter has the purpose to present proposals in order to handle challenges and developmental issues collected and analysed in the previous chapter.

The greatest challenge at the moment is the following:

There are leaders with more advanced management skills affecting the operational mode of their own teams, as well. Consequently, these teams stand out of the rest, functioning like isolated islands. If these managers leave at a certain point and new managers arrive who are closer to the “Conformist” stage, team members might also leave the company because that kind of management style might be too restricted for them. Not only would it involve significant loss of staff, it would mean also a loss of certain business knowledge for the organisation.

In the following chapter, we are going to present strategies that could anticipate this risk and improve current situation. Areas are going to be presented in order of importance, starting with the most important and urgent OD challenge.

### 4.1 Management trainings and improving management culture

The incoherent management culture, which embraces two consciousness levels, could be improved by a well-prepared **management training program**. Therefore, we propose to implement a minimum two-year long program including leadership trainings, supervision and also team coaching. An extensive management development program could have a **positive impact on all the problematic areas** that we have discussed before:

- setting goals, measuring processes, retrospection to performance
- decreasing the amount of bureaucratic procedures and overregulated processes in all the possible areas
- more efficient management skills and as a result more efficient teamwork within each division
- more transparent internal communication
- increasing internal motivation and improving collegial cooperation
- by developing a sense of vision in employees, they would regard themselves as not mere executors; they would believe: they do have a say and they do have an impact on the organisation.

### 4.2 Internal communication

- Our suggestion is to improve the **communication about decisions** so that employees do not have to rely on informal channels (e.g. “Story Magazine”) if they want to gather important information relevant to their job.
- Hiding certain managerial decisions might result in a loss of trust maintaining neurosis in the organisation. Information should be released to align with the actual stage of the given issue.

We propose to place certain steps between the two extremes: between “not saying a word” and “saying it all without censorship”. It would be of critical importance to **find the optimal time and place of information transfer** in each case.

- Although EXAMPLE Inc. has a highly professional product and service portfolio, its **communication towards employees is not sufficient**. More information could be shared about this positive aspect of the company for example in its monthly magazine
- More transparent communication is advised also in the case of salaries, moving between different payroll categories and the conditions of bonus distributions.

### 4.3 Personal and learning development

- Improving the quality and quantity of **onboarding** processes is also of high importance, just like supporting learning and development more actively and more consciously.
- New information acquired during external trainings could be processed and integrated with the help of **internal learning circles** with knowledge transfer and also supervision.

The summary of our findings, conclusions and developmental proposals are presented in Chapter 1.