







NewThinking ABOUT ... ORGANIZATIONS

We've begun to learn about emotional intelligence, cultural intelligence, and about many other kinds of intelligences available to us. ***I'd like to add Organizational Intelligence [OI] (©NewThinker, LLC) to the list.***




OI is a combination of rational intelligence, emotional intelligence, cultural intelligence, and being able to recognize the difference between your kitchen and your office. I mean this seriously. The lower the ***OI***, the greater the tendency to behave – at work and in the presence of colleagues – as though one were sitting with friends in one's kitchen, exchanging meatloaf recipes.

In fact, many American business behaviors contribute to embarrassingly low ***OI***. We do it in four specific ways:

-  We use the language of **"family"** when we talk about professional contexts
-  We continue to rely on some form of **patriarchy or matriarchy** in designing authority and accountability structures
-  We excuse people who are perceived to be **under-paid** from adopting professional and accountable attitudes and practices
-  We use benefits and profit sharing ideas as a way of masking the fact that owners and star performers do – and should – make more money. As a result, we contribute to a **false notion of organizational equity**, which then produces unrealistic expectations and the consequent disappointments that lead to unprofessional behavior.



Fundamental Principles of Organizational Intelligence

Your Co-Workers are NOT Your Family!!

-  Nobody at work has to like you just because you are who you are – in fact, the reverse may very well be the case
-  You will not be forgiven – eventually – for your shortcomings
-  Your co-workers do not find your idiosyncratic behaviors to be endearing

The great loss here is that we NEED the workplace as an environment in which we are held to standards distinct from those we're asked to meet as members of families, social clubs, athletics teams, churches, volunteer organizations, and the like. We need a place in which to be our best selves – even when it's a challenge to do so.

The Boss is NOT Your Mom ... or your Dad ...

-  No matter how much you love, respect, or admire your boss, he/she is not your parent.
-  No matter how much your boss needs to be regarded as a divine presence, he/she is not a creature to be revered.



- ☒ No matter how much you wish you could abandon yourself to the care and feeding of someone – anyone – else, you may not.

It's NOT OK to Behave Badly – Not Matter WHAT Your Salary

- ☒ If you don't make enough money, get a different job.
- ☒ If you believe you are underpaid, ask yourself why that might be the case.
- ☒ Playing the victim is a set up to excuse yourself from taking full responsibility for your professional life.

Organizational Equity is a Myth

- ☒ The manifestations of hierarchy have been much maligned in recent years – and I've been one of the chief detractors. But the fact is, an ORGANIZATION is a complex matrix of people and purposes; there HAS TO BE A STRUCTURE that enables process to reach closure, and decisions to be made. Different people have different roles and degrees of influence – for good reason.
- ☒ Nobody owes you anything beyond what's agreed upon when you sign your contract; assess the quality of your compensation using only numbers and the value of your influence using only results
- ☒ There's just one #1 – and we all know the story about dog teams.

Organizational Intelligence is the capacity to make personal choices based on both common sense and a stable sense of reality. Without Organizational Intelligence, the work environment can foster delusions that provoke otherwise rational, competent people to manifest a host of behaviors, each of which can contribute to the genuine dehumanization of what is already a challenging task – committing a third of your life to ***the organization***.