EATA Conference 2013
Encounter in context
of organizations

Erich Hartmann, Professio, Germany
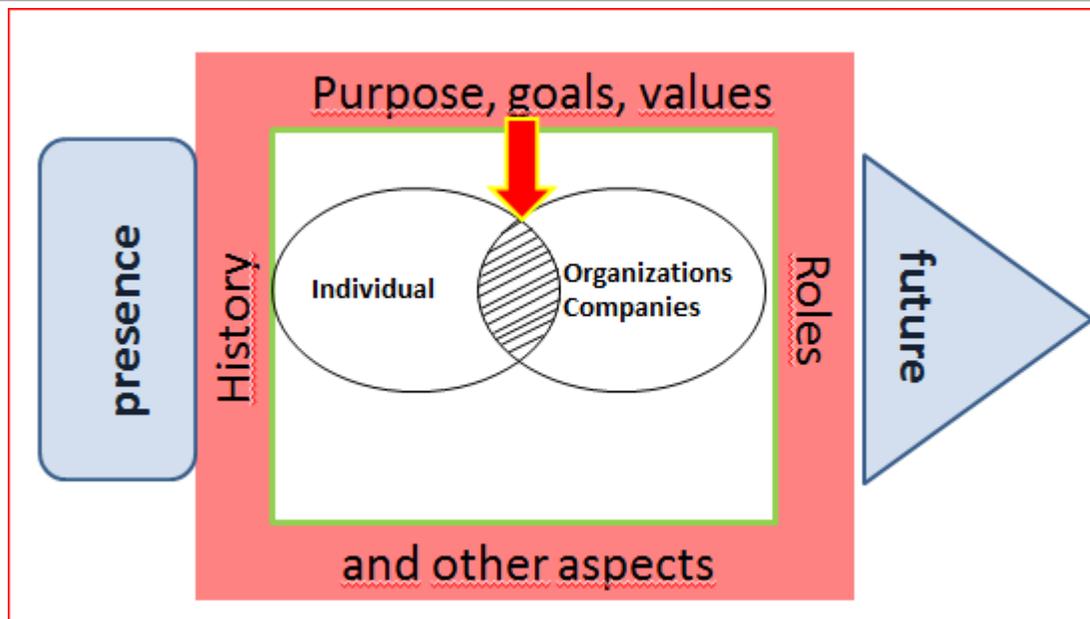## www.professio.de

What is my message for this workshop?

The quality of encounters in organizations is influenced by

- the roles and functions of individuals

- and other aspects

I will present concepts and assign exercises that will help you to understand this phenomenon and create win-win encounters of your own.

All of these factors influence organizations, thereby influencing the quality of encounters of the people who work within them.

Exercise

First, sit comfortably.

Now, imagine your profession is floor installer, and you are known as very professional with special skills in parquet floors.

As this person, you enter this room for the first time.

What comes into focus in your awareness of the room? (little break about 20 seconds)

Is there some kind of an internal dialogue? Perhaps special ego-states are active?

Remember your reaction for later.

Exercise

2) Imagine you are an electrician -- very competent, very professional.

You enter this room the first time. What comes into focus in your awareness of the room? (little break about 20 seconds)

Is there some kind of an internal dialogue? Perhaps special ego-states are active?

Remember your reaction for later.

3) Imagine coming into this room for the first time as a professional architect who specializes in interior design (little break about 20 seconds)

What is the focus of your awareness?

A Role is a coherent system of ...

- attitudes
- feelings
- Ethics and moral convictions
- behaviors
- reality constructs
- associated relations
- mechanisms of automatic control

Definition Role

This definition is similar to that of "ego-states."

Attitudes	What is good? Bad? Correct?
Feelings	Being pleased/ satisfied or not
Behaviors, behavior patterns	Having available special skills and operational sequences on a behavioral level
Self-monitoring principles and mechanisms of automatic control	Reactions to novel situations
Associated relations	Which other people (in their roles) do I need to fulfill my tasks?

The big picture - Dynexity Model (by Hajo Riekmann)

complexity

IV

III

II

I
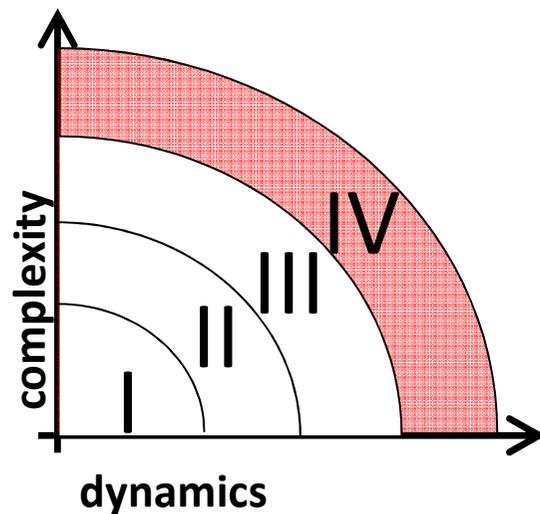
dynamics

The term "Dynexity" is derived from Dynamic and Complexity.

Zone one - approximately in the 60s

Companies offer only simple products and services. **Dynamic & Complexity are low**

Zone two - 1970s – 1980s

Customers demand more individualized products and services. Companies have to adapt. Companies get bigger and bigger.

Organizational development concepts tried to optimize communication

Zone III – 1980s – 1990s

Side effects, retroactive effects and effects that influence future generations
become sometimes unmanageable.
Archaic work functions reach their limitations. **Organizational development concepts react with more participation; responsibility is brought down to lower management levels.**

The big picture - Dynexity Modell (by Hajo Riekmann)
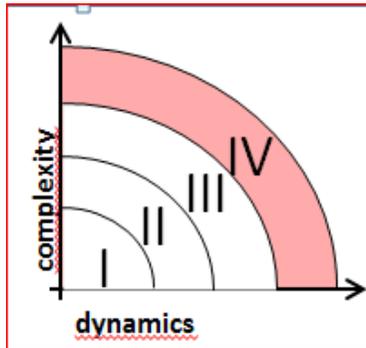
Zone IV – 1990s to today

Side effects, retroactive effects and effects that influence future generations are irrevocable.

Learning professional skills is not enough. Complex competencies are affordable .

Companies are managed and navigated from prospective demands

Organizational development concepts react with the paradigms of

• co-creation & other change management technics

• different management levels work together to solve problems and look together in the future

What does it mean to our topic
- More speed, pressure and uncertainty
- additional tasks and roles
- more conflicts between different roles
- more complexity while dealing with the roles

Maybe the following model can help us!

Model of the Three Role Worlds

Because individuals act in a variety of roles, we use the following model to decrease complexity:

We use this model to separate different roles into 3 worlds:

professional world

organizational world

Self;per-sonality

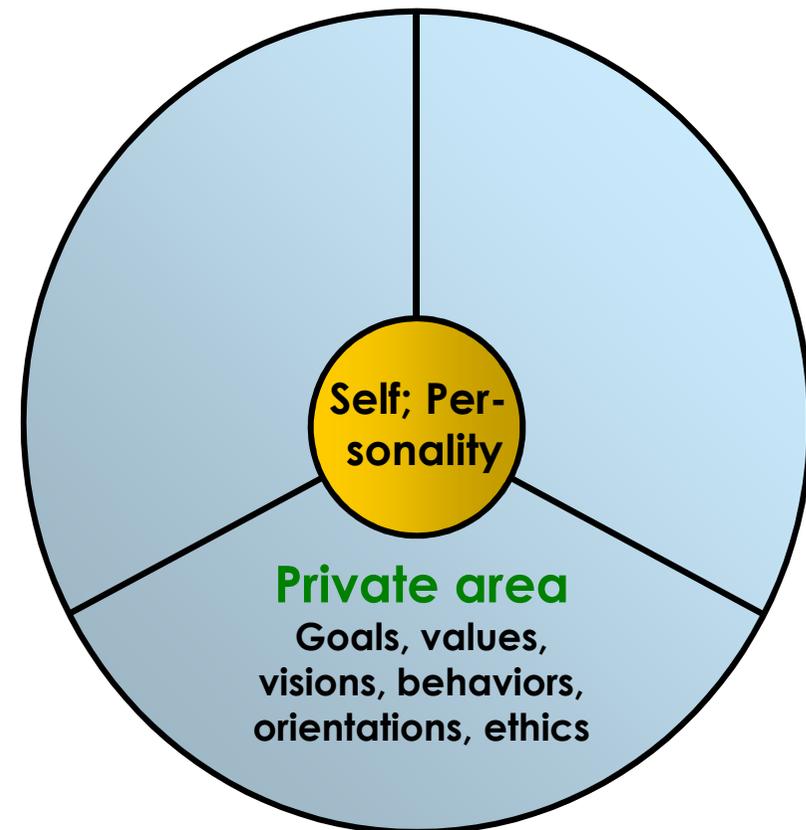private world

Model of the Three Role Worlds

Out of this role-logic a person thinks, acts and feels as a

Private Man / -Woman

Typical roles in this area are: spouse, parent, child, sibling, friend, neighbor, co-worker, etc.

We are led here by all **role models** and values we have encountered in family, friendships or other private areas.

Together they form what might be called our **private identity.**

Self; Per-sonality

Private area
Goals, values, visions, behaviors, orientations, ethics
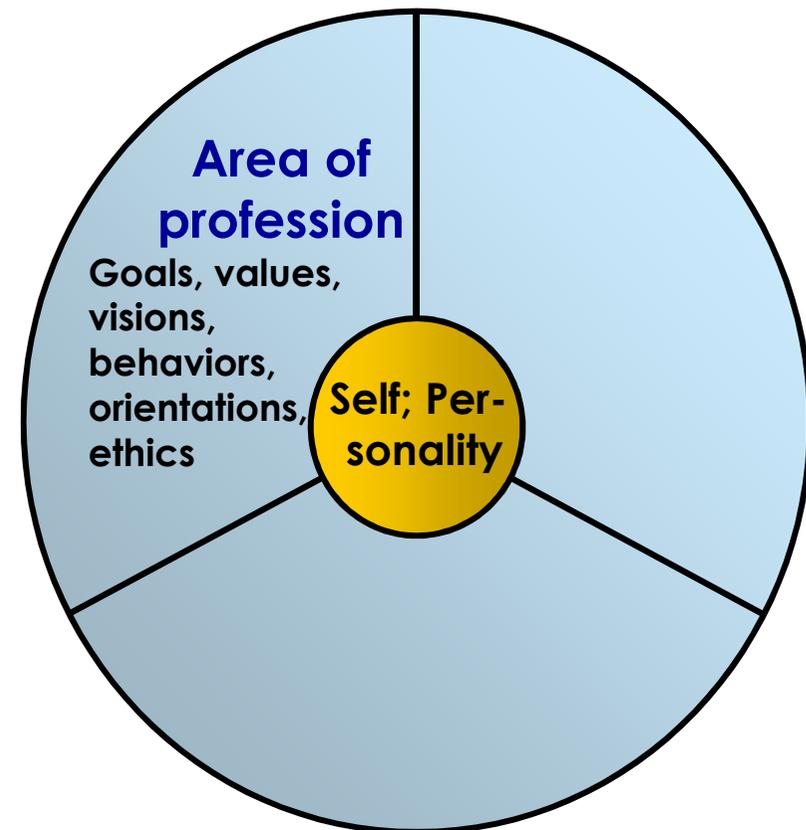
Model of the Three Role Worlds

Out of this role-logic a person thinks, acts and feels as a

Professional

Typical roles in this area are:
Engineer, teacher, butcher, scientist, consultant, etc.

We are led here by all role models and values we have encountered in schools, universities or other institutions of professional education and training, conferences, etc.

Together they form our
professional identity.

Area of profession
Goals, values, visions, behaviors, orientations, ethics

Self; Per-sonality

# Model of the Three Role Worlds

Out of this role-logic a person
thinks, acts and feels out of his/her

organizational function

Typical roles in this area are:
employee, team leader, department
leader, project manager, vice president,
director, chief engineer, CEO, …

We are led here by all role models,
standards, rules, expectations and values
derived from organizations, whether
inculcated directly or learned indirectly by
adapting to others' behaviors or by
absorbing rituals or cultural influences.

Together they form our
organizational identity.

**Organi-
zational area**
**Goals, values,
visions,
behaviors,
orientations,
ethics**

**Self; Per-
sonality**
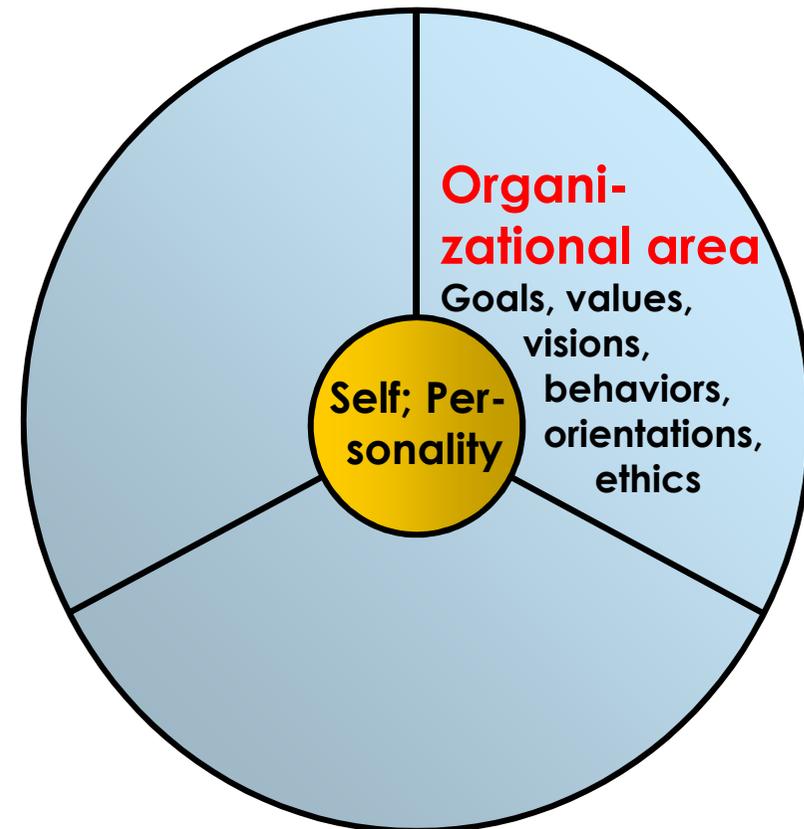
Reflection

Professional roles	Organizational roles	Private roles
Which roles do you have in the different areas?		

Reflect on the roles you play in your life and see how they apply in 3 areas.

Imagine how your thoughts, feelings and behavior change when:

• You are in a private role, (e.g., with your partner or your children)

• You are in a professional role (e.g., as psychotherapist, counselor, teacher or consultant)

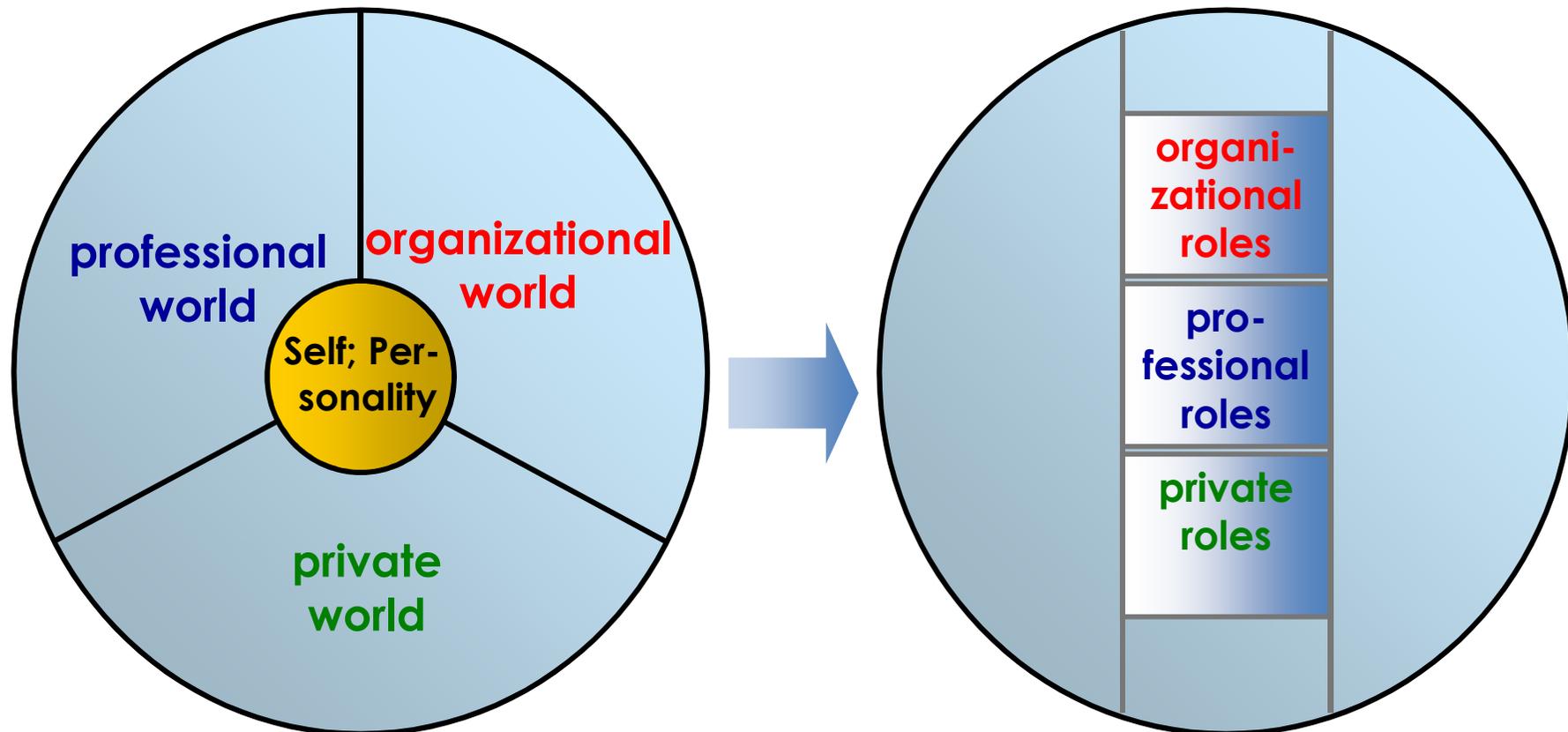• You are in an organizational role (e.g., as businessman or -woman dealing with revenues, earnings, costs, etc.)

(If there is time left, I will invite people to share their experiences.)
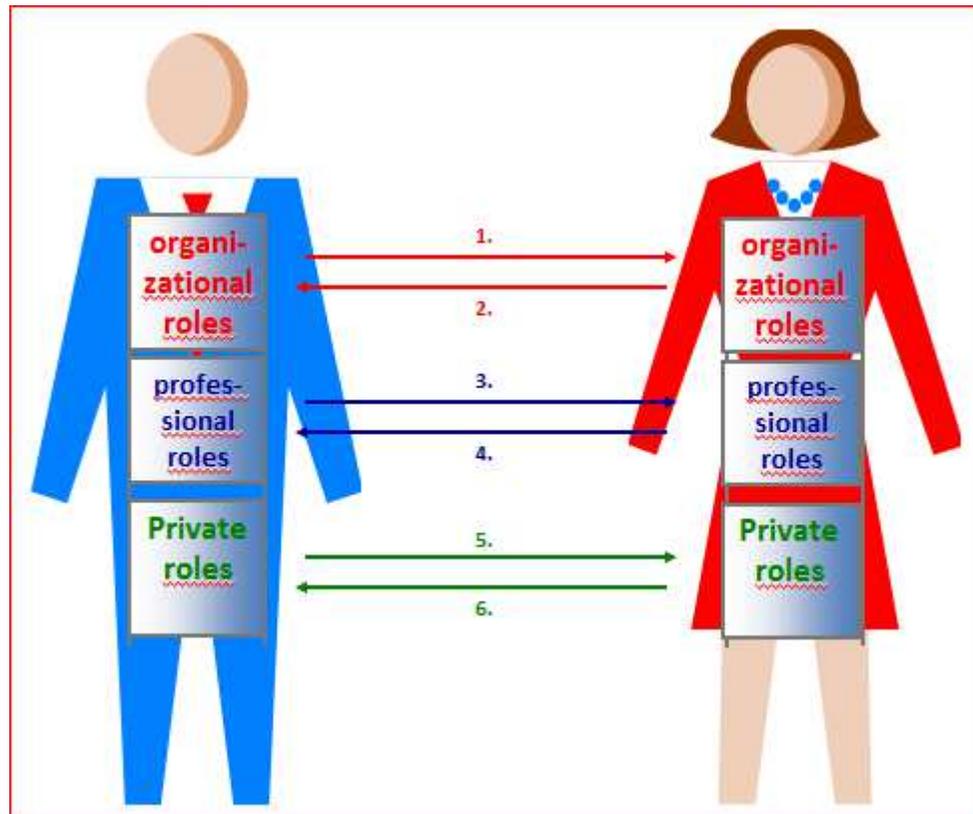
3-World-Modell of personality…   and   ….Role-model of personality

(from Bernd Schmid)

professional world

organizational world

Self; Per-sonality

private world

organi-zational roles

pro-fessional roles

private roles

We can apply this model to develop a greater Role Model of personality.

Role encounters on communication processes

The model can illustrate the effect of role encounters on communication processes.

Summary

We were introduced to some of the influences that affect the quality of encounters.

We became aware of how roles influence people and the nature of their encounters.

We learned that we have choices in interpreting our roles and living our lives. We can be bound by the limitations of our scripts, or we can decide to pursue win-win outcomes.

Thank you for your attention.