

Do you want to get the best out of your people? Manage relations, not individuals



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A story:

The fortnightly meeting between admin and teaching staff in a school does not go well. Teachers dominate, while administrators are passive.

The school does not get the best out of this.

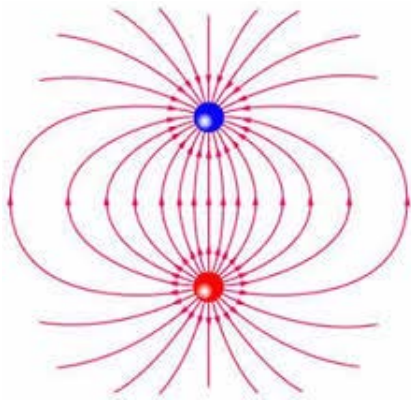


Questions:

- (a) Why? What stops participants contributing?*
- (b) How could the organization get the best out of its people?*

Undesirable behaviors we see:

- “apathetic”, “indifferent”, “lacking initiative”



What we do *not* see:

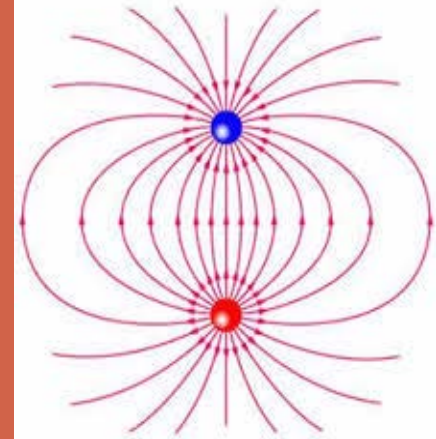
- The context/field/background generating behaviors

What we would like to see:

- active participation, lively cooperation, productive reasoning, initiative and responsibility

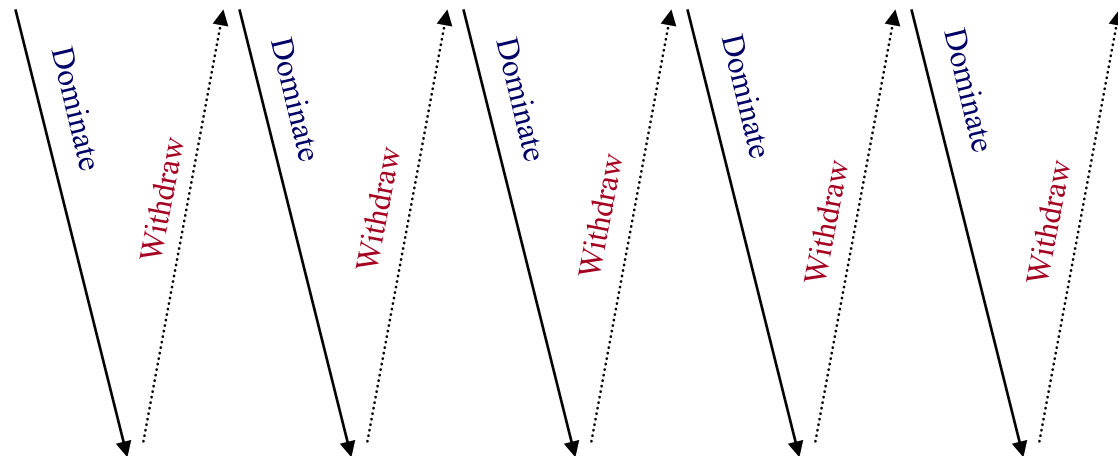


The invisible context/field



Teachers

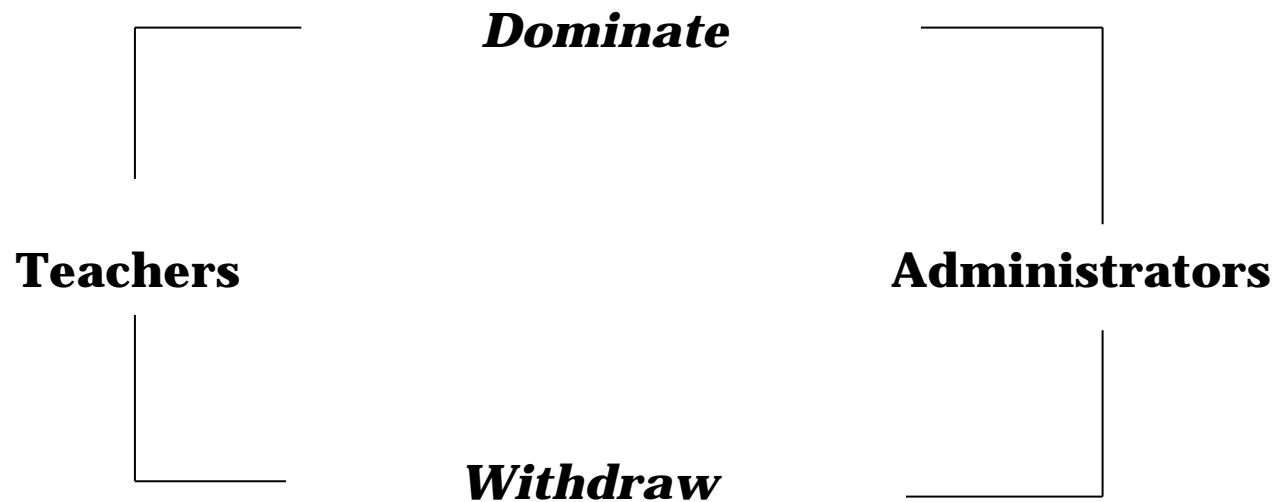
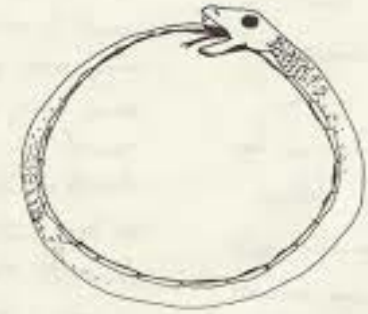
1 X 3 X 5 X 7 X 9 X 11 X



Administrators

X X X X X
2 4 6 8 10

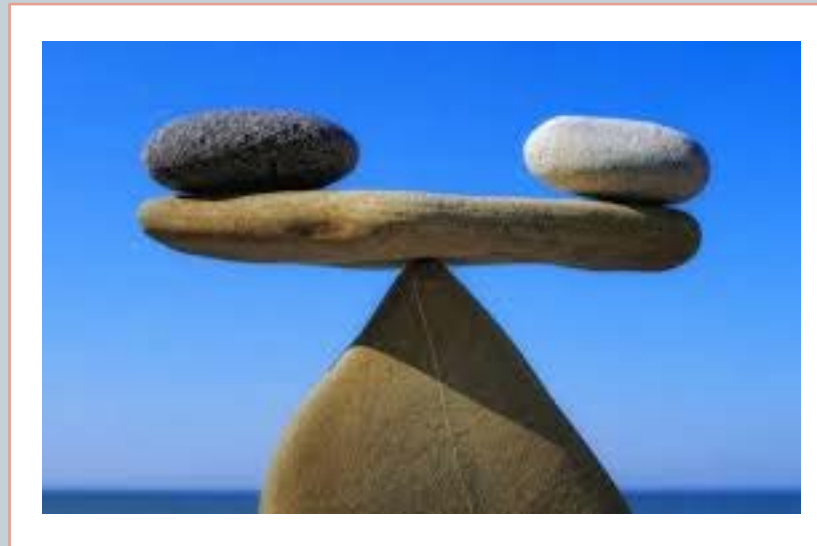
Vicious circles



To bring about what you would like to see, create a new context

How?

Manage relations, not individuals



Manage relations, not individuals (1/6)

How?

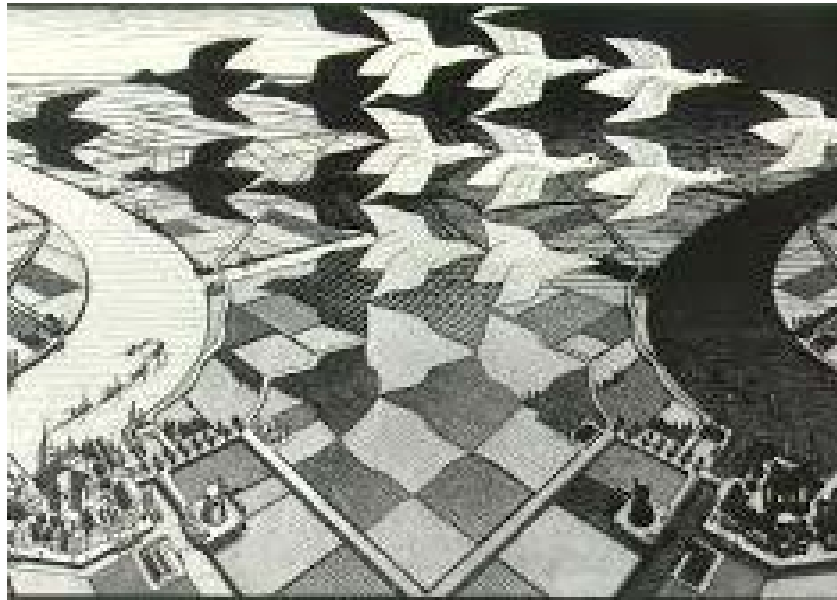
- **Allocentric**
[other-directed]



Manage relations, not individuals (2/6)

How?

- See from within the *emerging whole*
[you are not a detached observer but an engaged participant]



Manage relations, not individuals (3/6)

How?

- Let the background emerge
[you notice new things, including your role]



Manage relations, not individuals (4/6)

How?

- **Suspension: see your seeing**

[notice and suspend your habitual patterns of thinking, feeling, and acting;
nonjudgmental awareness:
observe without forming conclusions]

In suspension, we notice emerging events and patterns that we did not notice before



Manage relations, not individuals (5/6)

How?

- **Redirection:**

[turn your attention towards the emerging whole - the big picture - and your role in helping create/maintain/change it]



“What am I doing to help maintain the dysfunctional pattern?”

Manage relations, not individuals (6/6)

How?

- **Moment of awakening**
[you are a part of the problems you manage – A new attitude emerges]



Two opposite examples (1/2)



(1) *Nightmares in the Kitchen*

http://www.tuube.com/watch?v=_p3pFpVr2Cw

("The Secret Garden" - 1.03-3.01 mins)

- Notice how:
 - (a) Michel talks about himself,
 - (b) His staff talks about Michel and the restaurant

Two opposite examples (2/2)



(2) Invictus

http://www.youtube.com/watch?v=HHqi6ZB_F0U

- Notice:
 - (a) the body guard's objection to the Special Branch white officers;
 - (b) how Mandela responds



**Take home
message:**

**Manage
relations,
not
individuals**

