

Appendix II
Organisation in the Mind

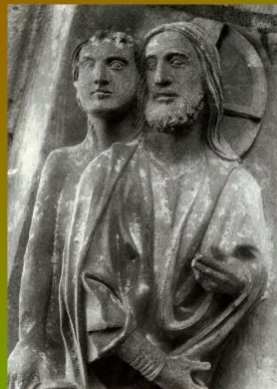
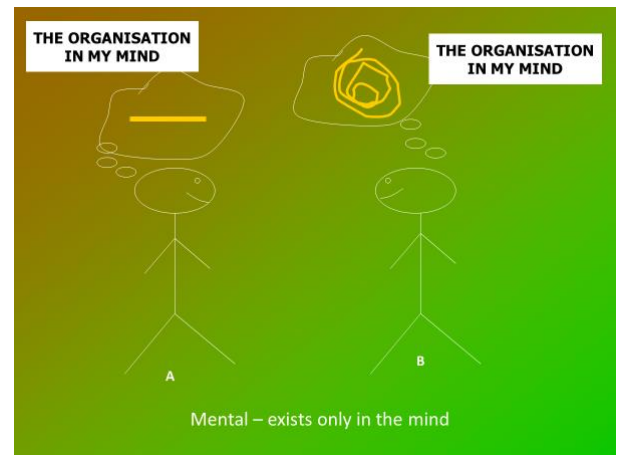
Presentation Brothers Extended Leadership Team
Meeting, Logre

(9/1/18)

Br Francis Agoah, CL

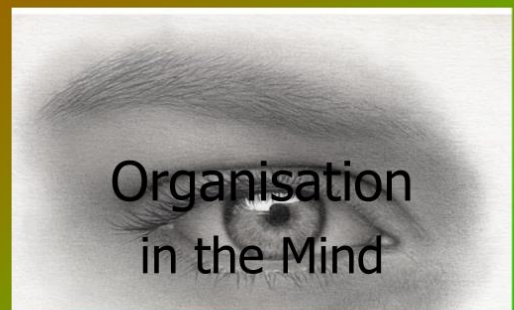
Organisation
in the Mind

International Leadership Development Programme



CHARTRES CATHEDRALE

Among the Old Testament narrative scenes there is a fascinating depiction of the creation of humankind, showing Adam emerging from behind the head of God as the divine idea becomes reality...



... then God kneading Adam's head into shape like a sculptor modeling clay



Organisation in the Mind

- 'Everyone who is aware of an organisation, whether a member of it or not, has a mental image of how it works'
- All institutions exist in the mind. It is in interaction with these in-the-mind entities that we live' (Shapiro and Carr, 1991)

Task for Participants

Draw a picture of the organisation in which you are currently working as a leader, including yourself in role, in the picture

Organisation in the Mind

- Emotional experience not in individual alone
- Emotional experience of task, roles, purposes, structure, culture and context
- Organisation in the mind refers to emotional resonances, ' the workplace within'



The difference in their mind («line» vs. «spiral») can be attributed to the way they experience their work. It can also be attributed to the lack of communication skills...

However, there is the further possibility that because they work with different values and beliefs and have different emotions, they have different institutions-in-the-mind. Since this is unconscious they are unable to grasp how different they are.

Organisation in the Mind

- World-within-a-world
- Examination promotes relatedness to the organisation
- Accessing the organisation in the mind through issues, concerns, episodes, incidents, thoughts, feelings, images

Organisation in the Mind

- 'It is a model internal to oneself, part of one's inner world.....which give rise to images, emotions values and responses...which may influence leadership.
- ..it helps to become alert to inner experiences and to give richer meaning to what is happening' (Hutton, Bazalgette and Reed, 1997)