

Organization Identity

Through the EUM lens



contents

contents		pg.
0	ABOUT THIS REPORT	/ 3
1	SECTION ONE	/ 4
2	SECTION TWO	/ 16
3	SECTION THREE	/ 21
4	SUMMARY THEMES	/ 28
5	ANNEXURE	/ 30
6	ABOUT RLC & EUM	/ 34

about this report

This report is based on the premise that all organizations are “living entities” and have a distinct “Identity”. Their strategy, day-to-day functioning, and interface with stakeholders (e.g. employees, customers, business associates, investors) are a manifestation of this identity.

In the EUM framework, the identity is not regarded as a monolith but as an interplay of five Universes. The basic identity metaphors of these five Universes are:

1. Clan
2. Arena
3. Clockwork
4. Network
5. Ecological

While each of these Universes exist in all organizations, the configuration varies. This configuration is not static, but has a dynamicity of its own. It is this dynamic configuration that is termed as the Organization Identity.

This report aims to map the unique configuration of these Universes in the case of your particular organization and it also offers some speculations about its implications.

The report has four sections. These are:

MAPPING OF UNIVERSES

This gives a broad description of each of the five Universes and your organization’s pattern of engagement with it.

DISTINCTIVENESS AND TONALITY

How your organization sees itself in relation to other organizations- areas of commonality, differences and feelings associated with them.

KEY PAIRS

How your organization deals with nine contrary pulls that all organizations have to engage with.

SUMMARY THEMES

A brief summary of the main themes emerging out of this study.

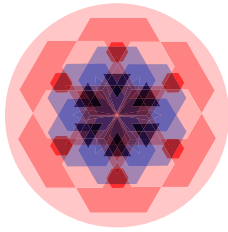
one

mapping of the five EUM-O universes

section one		pg.
1.1	CLAN UNIVERSE	/ 6
1.2	ARENA UNIVERSE	/ 8
1.3	CLOCKWORK UNIVERSE	/ 10
1.4	NETWORK UNIVERSE	/ 12
1.5	ECOLOGICAL UNIVERSE	/ 14

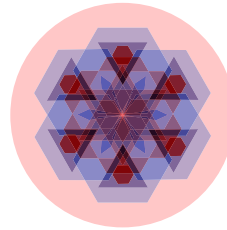
mapping of the five EUM-O universes

This section gives a brief description of the five Universes, along with how your Organization engages with them.



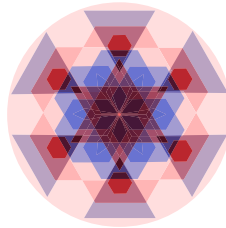
CLAN

UNIVERSE



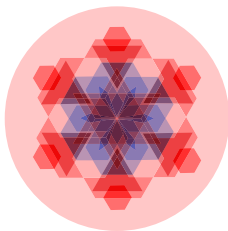
ARENA

UNIVERSE



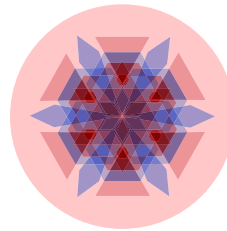
CLOCKWORK

UNIVERSE



ECOLOGY

UNIVERSE

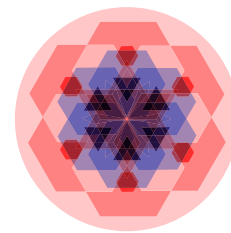


NETWORK

UNIVERSE

NATURE OF THIS UNIVERSE

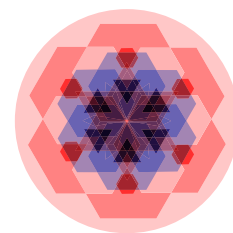
**the part of the organization
that provides a sense of
belonging and safety to
their members.**



the CLAN universe

All human collectives, including work organizations, provide a sense of belonging and safety to their members. They play a significant role in our notions about who we are and what are the reference groups to which we belong. Over a period of time, every collective evolves its own set of traditions, norms of behaviour, and ways of working, all of which, it seeks to perpetuate.

In the absence of this Universe, a system will have no distinct identity of its own, nor will it be able to forge any emotive link between its members. However, when this Universe is over-engaged with, the system becomes closed to new inputs, ideas and experiences, and is unable to keep pace with the ever-changing context.



your organization's engagement with this universe

The score pattern of your organization suggests that your engagement with this Universe is seen as significantly higher than that of most other organizations. Further, this higher engagement is being seen as burdensome, and the organization wishes to reduce its engagement with it.

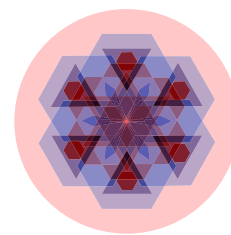
In other words, the organization experiences itself as more "clan-like" than other organizations, and wishes to become less so.

this is likely to manifest as follows:

1. The organization feels handicapped or constrained by its own legacy and heritage and wishes to redefine the existing ways of dealing with business associates and important stakeholders.
2. People in the organization may be carrying a feeling of being left behind, this could be a result of an inability to effectively engage with the opportunities and threats from the environment.
3. While there may be a felt need for change in technology, existing ways of functioning etc., old rituals, routines and methods are being helplessly complied with.
4. The organization is facing a dilemma between "need for fresh talent" and the need to carry along existing loyalists.
5. Personalised equations and management styles are hampering effective organizational functioning.

NATURE OF THIS UNIVERSE

**the part of the organization
that is governed by the
principle of “survival of the
fittest”.**



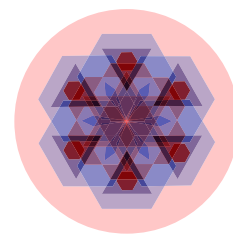
the ARENA universe

Human collectives are also governed by the principle of “survival of the fittest”. This applies both to their internal functioning as well as to their external interface with customers, competitors and other such agencies. Externally, they have to be quick to sense opportunities and threats and act speedily to maximize their own gains.

Similarly, internally they have to ensure that the organization provides

opportunities to its members to showcase their strengths and energy and also to fulfil their own needs and desires.

When this Universe is subdued, the organization loses its vibrancy and ability to respond quickly and decisively. On the other hand, when this Universe is over-dominant it creates chaos, arbitrary action, lack of focus, difficulty in collaborating and a sense of insecurity among members.



your organization's engagement with this universe

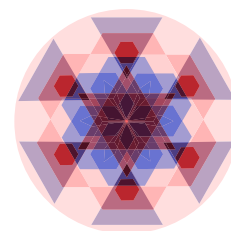
The score pattern of your organization suggests that the engagement with this Universe is seen as somewhat higher than that of most other organizations. Further, this higher engagement is being seen as burdensome, and the organization wishes to reduce it.

In other words, the organization experiences itself as more "Arena-like" than other organizations, and wishes to become less so.

this is likely to manifest as follows:

1. The organization is feeling the need to supplement its "action-orientation" with greater discernment, reflection and long-term perspective.
2. The organization is searching for ways to develop more sustainable and mutually beneficial links with significant stakeholders like business associates, investors, employees etc.
3. The organization may be experiencing that personalized alpha-male model of leadership is working against the interest of the organization and there is a need to bring in a more humane and/or structured approach to employee interface.
4. Members may be experiencing high insecurity, leading to low trust levels and also to difficulties in attracting/retaining talent.
5. The organization may be experiencing a lack of perseverance in its initiatives, leading to a culture of "flavour of the month".

NATURE OF THIS UNIVERSE

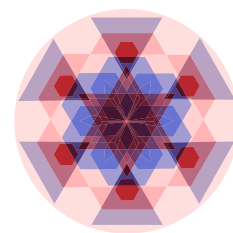


**the part of the organization
that provides a degree of
predictability both externally
and internally.**

the CLOCKWORK universe

All systems need to provide a degree of predictability both to external stakeholders and their own members. This is achieved through laying down rules and regulations, systems and procedures, and defining roles and job specifications. It is important that each person knows clearly what is expected of her/him and what she/he can expect from other people and the System.

When this orientation is subdued, the system becomes erratic, chaotic and unpredictable. On the other hand, when this Universe is over-engaged with, the System falls into a monotonous routine and loses its nimbleness, its ability to respond to the “unexpected” and to act swiftly.



your organization's engagement with this universe

The score pattern of your organization suggests that the present engagement with this Universe is of moderate level and is about the same as what is seen in most other organizations.

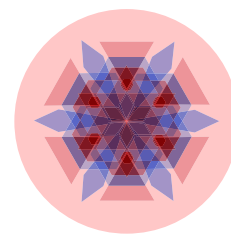
In other words, you seem to be reasonably comfortable with the existing "clock-work" orientation of your organization.

this is likely to manifest as follows:

1. The organization has a reasonable level of streamlining and systematization that enables an acceptable level of predictability in line with what others are able to offer.
2. The organization sees systems and processes as essential, but shuns orthodoxy or a dogmatic assertion of rules, regulations and norms.
3. There is an emphasis on discipline and compliance without becoming oppressive and punitive.
4. The organization avoids extremes and strives to balance standardization with flexibility.
5. The organization may become hesitant to take uncharted paths and may depend upon tried and tested methods until someone else shows the way, i.e. may become a bit of "follower" or a "copycat".

NATURE OF THIS UNIVERSE

**the part of the organization
that pursues goals and
aspirations individually and as
a collective whole.**



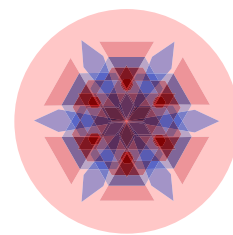
the NETWORK universe

Human collectives are formed and held together through pursuance of goals and aspirations. These goals and aspirations belong to individual members and also to the collective as a whole.

In this sense, each member can be seen as an autonomous node, which is connected to multiple other nodes in a network of mutually beneficial relationships. In order to ensure effective pursuit of these goals, the organization needs to invest in goal alignment,

competence building, continuous learning, and creating a culture of meritocracy.

When this orientation is subdued, the members experience stagnation, underutilization and a lack of opportunity for advancement. Simultaneously, the system begins to lose its competitive edge. On the other hand, when this orientation is over-dominant, it manifests through feelings of instrumentality, burnout, fear of obsolescence and ennui.



your organization's engagement with this universe

The score pattern of your organization suggests that while there is moderate level of engagement with this Universe, it is seen as less than that of most other organizations.

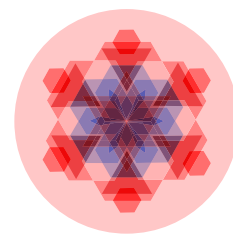
In other words, your organization sees itself as less of a "Network" than it would like and the way it sees most other organizations.

this is likely to manifest as follows:

1. The organization feels that it has not paid adequate attention to fulfilling its potential and has been left behind.
2. The organization is feeling the need to place greater emphasis on meritocracy, performance and the growth aspirations of its members.
3. The organization is finding it difficult to keep pace with the technological advancements and the need for upgrading the skills and competencies of its members.
4. The organization may be searching for a competitive advantage and a distinct positioning in the market place.
5. The organization may be feeling the pressure of changing / demanding customer expectations

NATURE OF THIS UNIVERSE

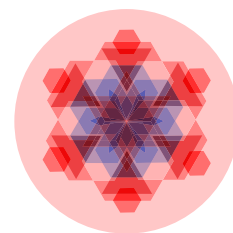
**the part of an organization
that formed for the pursuit
of dreams and ideals.**



the ECOLOGICAL universe

Human collectives are also formed for the pursuit of dreams and ideals. These manifest themselves in the form of a mission to contribute to the larger environment rather than treating the environment only as a source from which one extracts, i.e. only a place of opportunities and threats. Membership in such systems is governed by intimacy and relatedness between soul-mates who have shared ideals and humanistic values.

When this orientation is subdued, systems become only a dry landscape of performance and consumption, without a larger purpose and meaningfulness. On the other hand, when this orientation becomes over-dominant, it leads to a utopian worldview, loss of pragmatism and an inability to deal with not-so-pleasant aspects of human existence like selfishness, jealousy, hatred etc.



your organization's engagement with this universe

The score pattern of your organization suggests that there is a low level of engagement with this Universe, and it is seen as lower than that of than most other organizations.

In other words, your organization sees it elf as less "Ecological" than it would like and the way it sees most other organizations.

this is likely to manifest as follows:

- 1.** The organization is feeling the need to be a more vibrant and cohesive community

The organization may be wishing to contribute more meaningfully to the larger context.
- 2.** The organization is striving for a more intimate and committed relationship with all stakeholders including employees, customers, business associates etc.
- 3.** The organization wishes to explore its untapped creative potential.
- 4.** There is a sense of not having paid adequate attention to the human dimension.

distinctiveness and tonality

This section looks how you perceive the similarities and differences between your Organization and other organizations.

two

section two pg.

2.1 AREAS OF PRIDE / 17

2.2 AREAS OF BURDEN / 18

2.3 AREAS OF COMFORT / 19

2.4 AREAS OF
RESIGNATION /
POTENTIAL
EVOCATION / 20

areas of pride

FEATURES WHICH DISTINGUISH YOU FROM OTHERS AND MAKE YOU FEEL GOOD ABOUT YOURSELF:



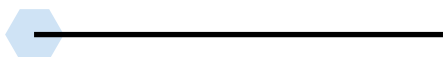
More ethical



More disciplined

areas of burden

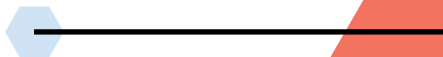
FEATURES THAT DISTINGUISH YOU FROM OTHERS BUT DO NOT MAKE YOU FEEL GOOD ABOUT YOURSELF:



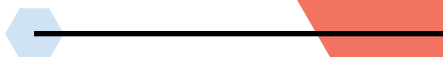
Less collaborative



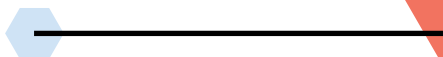
Less empowering



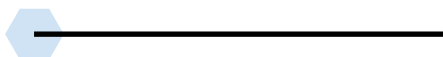
Less ambitious



Less creative



More protective



More informal



More diligent



More personalised



More expedient



More demanding



More diplomatic

areas of comfort

FEATURES WHICH YOU BELIEVE ARE COMMON TO MOST ORGANIZATIONS AND YOU FIND ACCEPTABLE:



Moderately flexible



Not very benevolent



Not very caring

areas of resignation / potential evocation

FEATURES WHICH YOU BELIEVE ARE COMMON TO MOST ORGANIZATION BUT ARE NOT DESIRABLE. THESE CAN BECOME A SOURCE OF HELPLESS RESIGNATION OR PROVIDE INSPIRATION FOR YOU TO CARVE OUT YOUR DISTINCTIVE IDENTITY:

—
Over-engaged with efficiencies

—
Over-hierarchical

—
Less decisive

key pair analysis

three

section three

pg.

3.1 HEIRARICHAL VS.
EMPOWERING / 23

3.2 DECISIVE VS.
DIPLOMATIC / 23

3.3 DEMANDING VS.
CARING / 24

3.4 STRATEGIC VS.
PERSONALISED / 24

3.5 AMBITIOUS VS.
PROTECTIVE / 25

3.6 CREATIVE VS.
DILIGENT / 25

3.7 ETHICAL VS.
EXPEDIENT / 26

3.8 DISCIPLINED VS.
INFORMAL / 26

3.9 EFFICIENT VS.
BENEVOLENT / 27

key pair analysis

This section looks at nine key pairs - each pair has a contrary pull, though they are not exact opposites of each other. Each organization handles the inherent tension in its own way.

The section gives a broad idea of how this tension is being currently engaged with in your organization and also how you may wish to reconfigure it.

HIERARCHICAL **VS.** **EMPOWERING**

DECISIVE **VS.** **DIPLOMATIC**

DEMANDING **VS.** **CARING**

STRATEGIC **VS.** **PERSONALISED**

AMBITIOUS **VS.** **PROTECTIVE**

CREATIVE **VS.** **DILIGENT**

ETHICAL **VS.** **EXPEDIENT**

DISCIPLINED **VS.** **INFORMAL**

EFFICIENT **VS.** **BENEVOLENT**

hierarchical vs. empowering

Each organization has to deal with the twin needs of managing through Command and Control (Hierarchy) and Empowering its members to operate with autonomy and generate a strong sense of ownership and collective responsibility.

In the case of your organization, the balance is heavily tilted on the side of

hierarchy. This is likely to create some blocks in upward communication and hence may cause difficulty in harnessing the potential of ideas and feedback from operating levels. However, it seems that there is a wish to change this by becoming more Empowering and less Hierarchical.

decisive vs. diplomatic

Every organization has to deal with the twin needs of quick/effective decision making and ensuring smooth interfaces in a Diplomatic manner.

While your organization sees itself as low on Diplomacy, it does not see itself as

very Decisive either. This suggests, that issues may be raised and deliberated upon without reaching any resolution. This could lead to a situation, where the same issues are raised again and again but are never settled.

demanding vs. caring

Every organization has to deal with the twin needs of Demanding high levels of performance and accountability from its members, while also Caring for them and looking after their needs and aspirations.

In the case of your Organization, the balance is heavily tilted on the side of

Demanding. While the organization wishes to become less Demanding, there is no corresponding wish to become more Caring. This suggests that exercise of power and authority is seen primarily in “punitive” terms, where expectation of “Caring” becomes somewhat illegitimate.

strategic vs. personalised

Every organization has to deal with the twin needs of following a coherent Strategic path and also providing space for subjective Personalised wisdom and intervention from its members.

In the case of your organization, while the current balance is tilted towards the

side of being Strategic, the organization wishes to make it more pronounced by becoming more Strategic and less Personalised. This suggests that while the organization may have a broad strategy, the rationale for any deviance is not communicated very well, and may get attributed to personal whims and fancies.

ambitious vs. protective

Every organization has to deal with the twin needs of Protecting its existing turf, people, methods etc. while also expanding its horizon in an Ambitious manner.

Ambition, the organization wishes to make it more pronounced by becoming less protective. This suggests that there is feeling in the organization that it is not living up to its potential.

In the case of your organization, while the balance is tilted towards the side of

creative vs. diligent

Every organization has to deal with the twin needs of being Creative, innovative and finding newer and smarter ways of operating, while also being Diligent and working hard/ persevering with their core competence and existing ways.

In the case of your organization, the existing balance is tilted towards the side of Diligence, but is sought to be reversed by becoming more Creative and less Diligent. This suggests a need for reviewing existing strategy and/or ways of operations.

ethical vs. expedient

Every organization has to deal with the twin needs of adhering to values and principles in an Ethical manner, while also being Expedient to deal with the imperatives of different situations.

In the case of your organization, the two sides are reasonably balanced with a

slight tilt towards being Ethical. However, the organization seems desirous of reducing both Ethicality and Expedience. This suggests a difficulty in managing the tension at operating levels, which could be due to a low sense of Empowerment.

disciplined vs. informal

Every organization has to deal with the twin needs of adhering to norms of behaviour in a Disciplined manner, while also ensuring a free-flowing Informal engagement among its members.

In case of your organization, the two sides are reasonably balanced, with a slight tilt towards being Disciplined.

The organization seems desirous of further reducing the Informal dimension. This may be indicative of difficulty in exercising systemic authority in a relaxed and humane manner.

efficient vs. benevolent

Every organization has to deal with the twin needs of treating all its parts (including people) as instruments of performance and ensuring that they operate in an Efficient manner, while also being compassionate and kind in a Benevolent manner.

In the case of your organization, while there is a strong leaning towards the side of Efficiency, there is also a moderate

level of concern with Benevolence. Consequently, this tension is likely to be over-engaged with, and sap considerable energy from the organization. Managers at different levels are likely to operate in a “paternalistic” manner and may experience themselves as either being too callous or too compromising.

summary

summary

pg.

4.1

SUMMARY THEMES

/ 29

summary themes

- 1.** The organization seems to have reasonable degree of systematization, streamlining and predictability, without being too rigid.
- 2.** The organization seems to be operating quite efficiently.
- 3.** The organization seems to have a very low sense of Pride, with other organizations being seen as much better.
- 4.** The organization seems cognizant that some of its earlier ways are no longer viable but finding it difficult to break free.
- 5.** There seems to be a need to reduce dependence on a select few and generate a stronger sense of involvement and empowerment in the larger organization.
- 6.** The authority relations in the organization seems to be configured on the Parent- Child paradigm, with greater emphasis on Punitive parent than Nurturing parent.
- 7.** The channels of upward communication are likely to have got clogged.
- 8.** There seem to be high levels of anxiety and feelings of insecurity amongst members, with low trust levels.
- 9.** The overall impression is that of an organization which is trying very hard but appears to have got stuck in the same place.
- 10.** The organization seems to be in need of a paradigm shift both in terms of business strategy and organization culture.

annexure

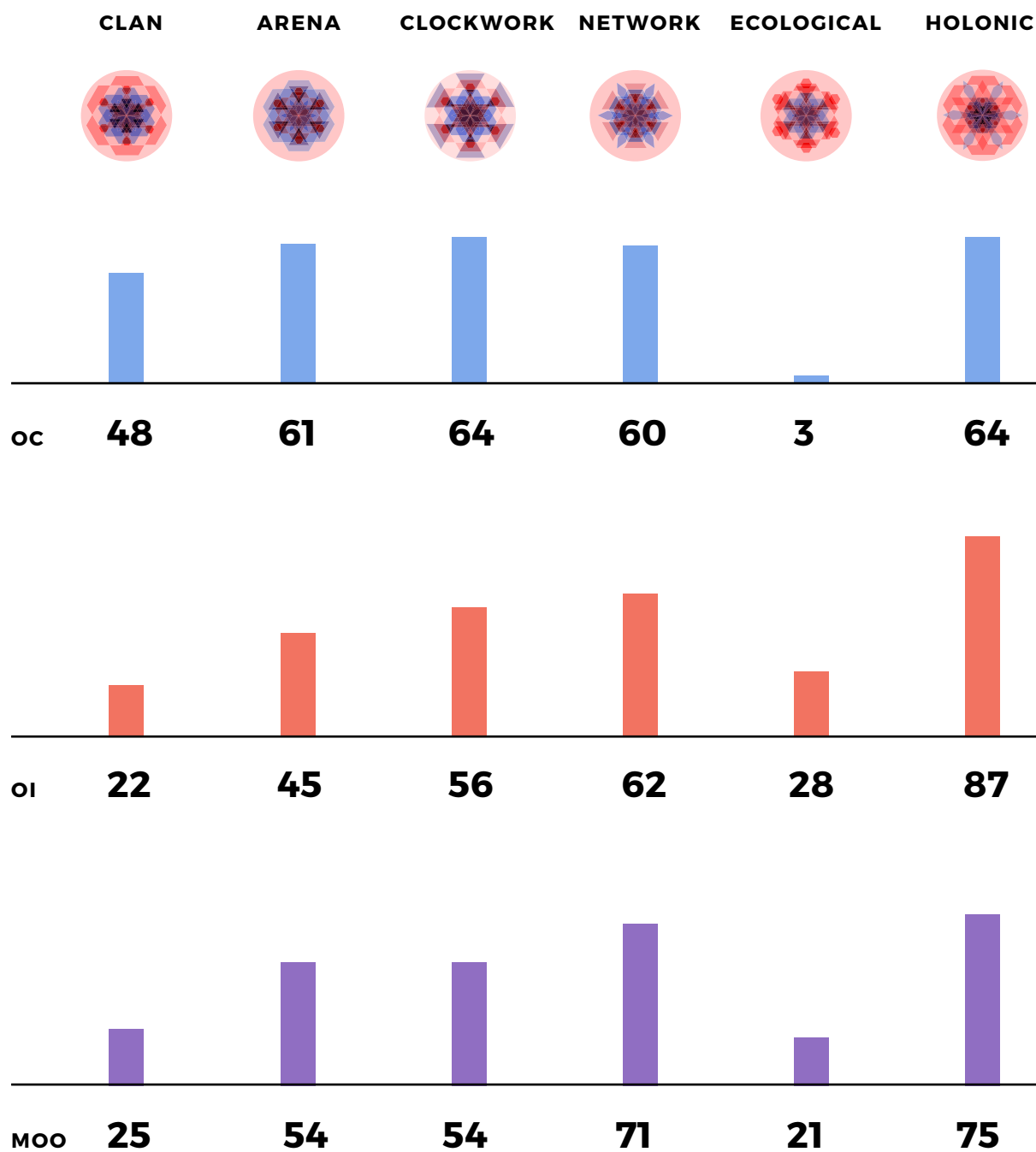
annexure	pg.
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5.1	YOUR ORGANIZATION SCORES	/ 31
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2.2	DISTINCTIVENESS TONALITY MATRIX	/ 33
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2.3	KEY PAIR SCORES	/ 34
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your organization scores

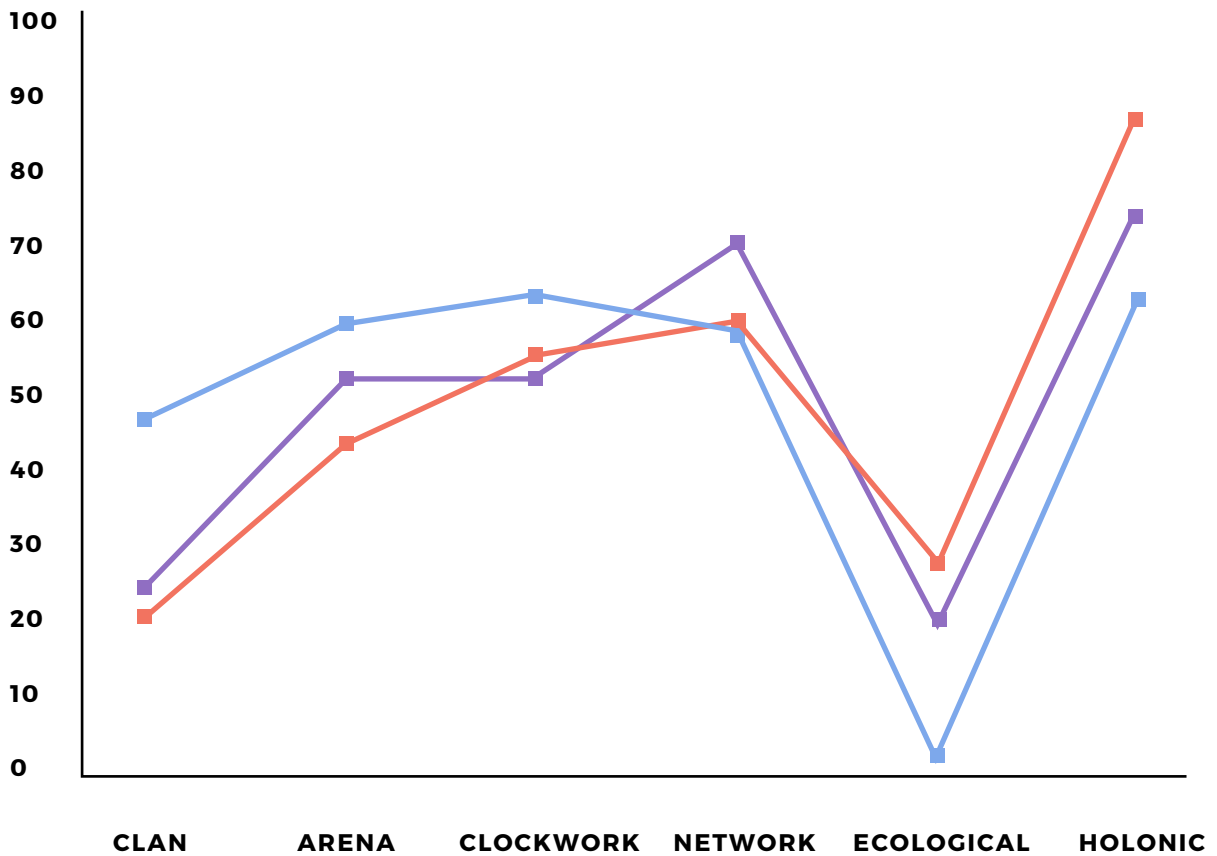
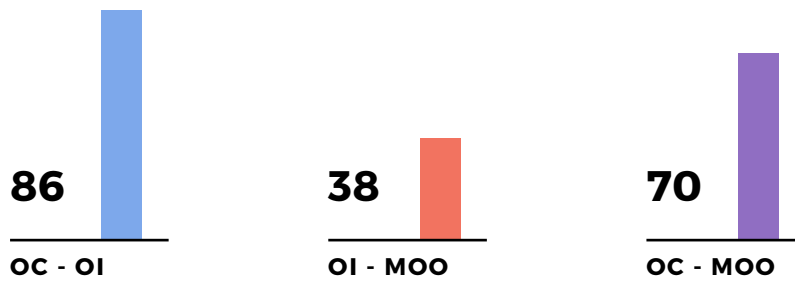


OC The way I see myself

OI The way I wish to be

MOO The way I see people in general

impetus for change



■ **OC** The way I see myself |
 ■ **OI** The way I wish to be |
 ■ **MOO** The way I see people in general

the distinctiveness tonality matrix

		distinctiveness		
		LOW	MEDIUM	HIGH
tonality	AMBIVALENT	Acceptance Quite Flexible Not Over Benevolent Not Over Caring	More Ethical More Disciplined	Areas of Pride
	POSITIVE			Dilemma
	NEGATIVE	Collective Burden Bit More Efficient More Hierarchical Less Decisive	Bit More Informal Over Diligent More Personalised Less Creative Bit More Expedient More Demanding More Diplomatic	Burden Less Collaborative Less Strategic Much Less Empowering Less Ambitious Bit More Protective

key pair scores

ADJECTIVES	OC	OI
Empowering – Hierarchical	20 - 6	7 - 13
Decisive – Diplomatic	9 - 19	6 - 19
Strategic – Personalized	4 - 15	1 - 18
Creative – Diligent	16 - 7	5 - 11
Ethical – Expedient	8 - 11	10 - 15
Demanding – Caring	5 - 18	14 - 16
Ambitious – Protective	2 - 17	2 - 20
Disciplined – Informal	10 - 14	9 - 17
Efficient – Benevolent	1 - 13	4 - 12

 Source of Tension

 Lack of anchorage



The EUM-I© belongs to the suite of tools built with the EUM framework as the foundation. Other tools include the EUM-O© (to map organizations), the EUM-L© (a 360-degree tool to enhance understanding of one's leadership behaviour) and EUM-M© (to map Mentoring mind-sets and preferences).

The EUM framework's antecedents and early influences can be traced to Clare Graves' 'Emergent Cyclical Levels of Existence Theory' and its application in the work of Ashok Malhotra (the author of the EUM framework and the tools) through his research on 'Work Values of Indian managers', way back in the 1970s.

The EUM-I© was the first tool of this framework that Ashok Malhotra developed in 1999. Over 6000 (Indians and non- Indians) respondents from various walks of life have taken the test since. It counts, perhaps, as one of the few tools designed by an Indian that is backed by a large database and stable norms. The EUM-I© has been used to support hiring, competency-based fitments, executive coaching, self-development, and leadership development.

The EUM-O has been used in over 100 organizations in India and abroad by multiple consulting organizations in the course of their Organization Development and Organization Transformation interventions.



RLCPL has been set up by a group of Organization Consulting Professionals in India, who hold a strong belief in self-reflexivity as an invaluable ingredient for growth and evolution. In their perspective, the self and the context are inseparable and shape each other simultaneously and hence the study of one without reference to the other is partial, at best.

The Existential Universe Mapper Framework (EUM) authored by Ashok Malhotra, is based on the central premise of Self - System simultaneity. Consequently, it enables enhancement of self- reflexivity both at individual and organization levels.

RLCPL is dedicated to propagation of the EUM framework and its application across a variety of contexts and target segments around the world.



EUM Existential
Universe
Mapper

