



**Self, Role, and
Organisation**
through the EUM Lens

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About this Report

The purpose of this report is to provide some insights about how you relate to your organisation and to suggest actions / areas of exploration that may help in enriching this relatedness.

Every human being belongs to multiple organisations (family, work, social bodies, community, society at large etc.) Our patterns of relating to each of them vary according to our beliefs about the nature of the organisation. Further, we don't just adapt to the organisation – we also influence it. The relationship between the individual and the organisation is an inter-dependent one, where each is impacted by the other and, in turn, impacts the other.

This interdependence manifests itself through the psychological roles taken up by the individual. These roles are partly chosen by the individual and are partly assigned by the organisation. This process of choice-making and assigning is not always conscious. For example, one may find that a person invariably assumes the role of a mediator in a conflict situation, or another person becomes the gate keeper of all rules and regulations. The roles are a product of the interplay between the dispositions of the individual and the prevalent ethos of the organisation.

In this report, the interplay between the individual and the organisation is mapped through five basic imperatives which are applicable to both to individual human beings and the collective organisations to which they belong. These are:

1. **Continuity** (manifests through Kinship, Loyalty, Tradition, Homogeneity, Safety)
2. **Assertion** (manifests through Desire, Adventure, Competitiveness, Passion, Agility)
3. **Balance** (manifests through Discipline, Role clarity, Structure, Predictability, Order)
4. **Growth** (manifests through Meritocracy, Strategising, Goal orientation, Networking, Achievement)
5. **Connectedness** (manifests through Humanism, Empathy, Inclusion, Dialogue, Sustainability)

A more detailed elaboration of these imperatives, and how they impact individual behaviour and organisational ethos, is given in the Annexure to this report (pages 14-16).

Each individual/organisation has its own unique way of engaging with these imperatives and attaches differential significance to them. The individual and the organisation may be on the same page with regard to a given imperative, or they may differ from each other. When both are on the same page, there is an experience of **resonance** that may create synergy, but it can also lead to complacency and reluctance to move out of the comfort zone. When they differ from each other, there is an experience of **dissonance** that may cause stress, but it also has creative potential for both the individual and the organisation.

Thus, the objective of this report is not just to create better alignment between you and your organisation but also to help you explore how the creative potential of the dissonances and resonances can be harnessed.

How To Read This Report

We recommend reading this report sequentially through the following three sections:

Section 1 offers preliminary observations based on your broad pattern of engagement with the organisation. This is based upon the extent of alignment between you and the organisation on an overall basis, as also the extent of shift you wish to see in yourself and the organisation.

Section 2 explores the pattern of your engagement for each of the five imperatives, your perception about your organisation and resultant implications for your membership and role taking in the organisation.

Section 3 gives a summary about your score patterns along four themes:

- a) Roles that may energise you
- b) Challenges that you may encounter
- c) Your reputation (*how people in your organisation are likely to perceive you*)
- d) Way forward (*suggested actions/areas of exploration that may enrich your relatedness with the organisation*)

Please remember that the report offers hypotheses for you to reflect upon; it does not offer definitive conclusions or normative judgements.

It would be helpful to make notes of the insights and questions as you read through the report. You may like to reach out to a EUM certified facilitator if you wish to explore these nuances in greater detail.

Section 1: Preliminary Observations

Alignment between you and your Organisation: Low

Your desire for change in yourself: Low

Your desire for change in your organisation: Low

It appears that there is a considerable gap between your beliefs about yourself, your values, and how you experience the organisation to which you belong. This can be a source of considerable tension but may also provide avenues for new creative options, both for yourself and your organisation.

At present, you do not seem to experience any need for change either in yourself or in the organisation. This suggests that you have made peace with your lack of alignment with the ethos of the organisation and worked out meaningful ways of living with it. It is likely that you will carve out a niche for yourself and contribute in areas that are perhaps getting neglected in the organisation. You may like to explore the untapped potential of some of your differences with the organisation.

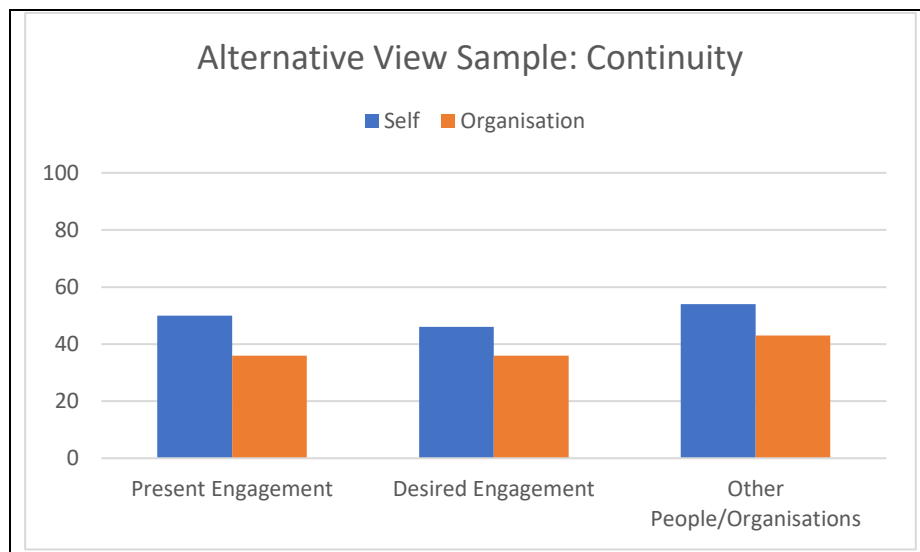
You may like to keep these preliminary observations in mind as you go through this report.

Section 2: Exploring the Five Imperatives

In this section, we will look at each of the five imperatives and how they are configured in your case. This will include:

1. Your present level of engagement with this imperative, your desired level of engagement, and how you experience it in others.
2. Your perception of your organisation's engagement with this imperative, how you would like it to be, and how you experience it in most other organisations.
3. Comparison of your engagement with your perception of the organisation - both present and desired - and its implications for your role-taking in the organisation.

Section 2.1: Continuity (*Kinship, Loyalty, Tradition, Homogeneity, Safety*)

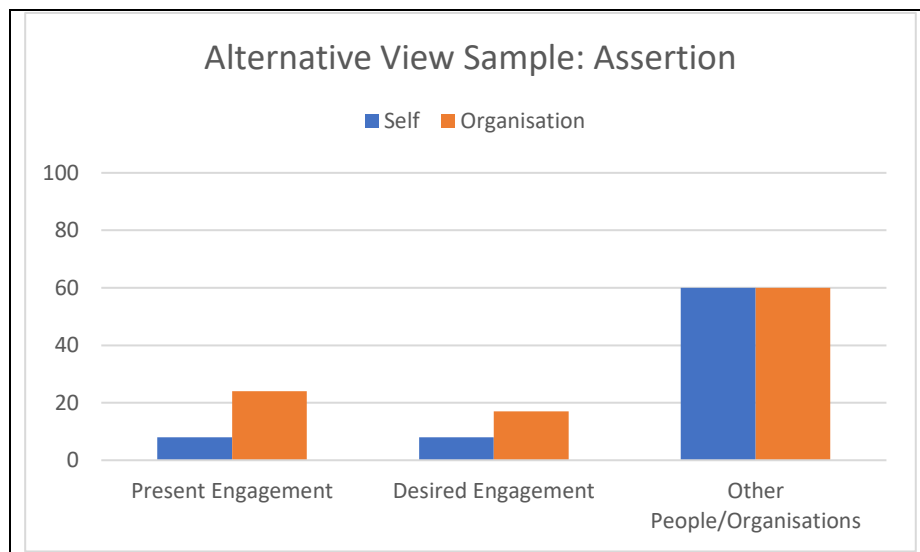


Your view of yourself suggests that you have a reasonable degree of contentment with your present equilibrium, with some degree of openness to experimentation and change. You may have difficulty with people who are ultra-conservative or too liberal.

Your view of your organisation suggests that you feel happy that like most other organisations, your organisation is open and progressive, and members can relate to each other without having to worry about personalised affiliative links.

Your membership of the organisation is likely to be governed by the belief that you carry a larger share of responsibility for upholding tradition, safety, and kinship within the organisation. You would like to restore past legacies, honour greater loyalty, and deepen personal relationships for yourself and for the organisation within its prevailing culture and constraints. You may be feeling both privileged and burdened by being the voice of history and continuity.

Section 2.2: Assertion (*Desire, Adventure, Competitiveness, Passion, Agility*)

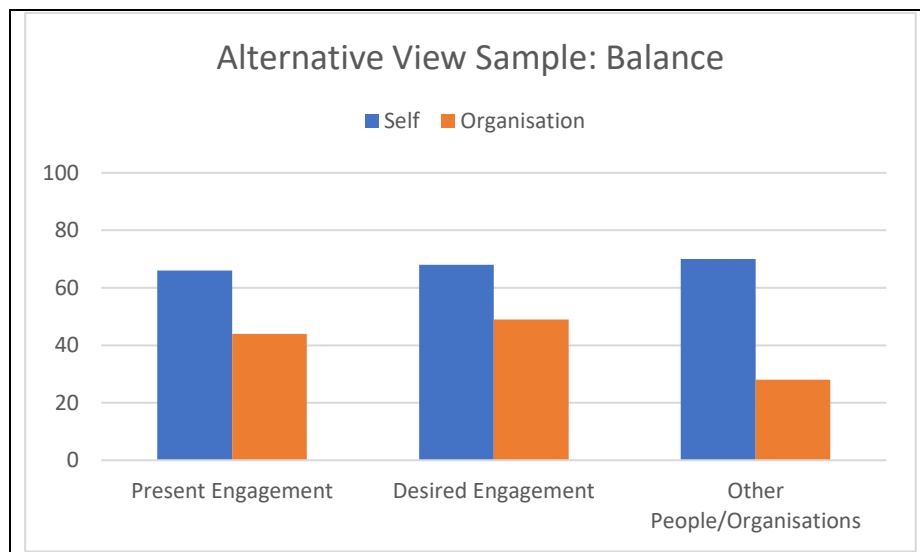


Your view of yourself suggests that you place great value on qualities like modesty and self-restraint. While your self-effacement may be convenient for others, you may run the risk of being taken for granted and thus not fulfilling your needs, desires, and potential.

Your view of your organisation suggests that you believe that an important and distinctive strength of your system is that it discourages conflict and competitiveness, and members can relate to each other without having to watch their back. You wish to retain this strength.

Your membership of the organisation is likely to be governed by the belief that you and your organisation operate in a restrained manner and avoid impulsivity, chaos, and excessive competitiveness. You are likely to underplay expression and self-projection, withhold initiative, and avoid risks. This could possibly help you feel calm, but it may entail the risk of missing out on opportunities both for self and the organisation.

Section 2.3: Balance (*Discipline, Role clarity, Structure, Predictability, Order*)

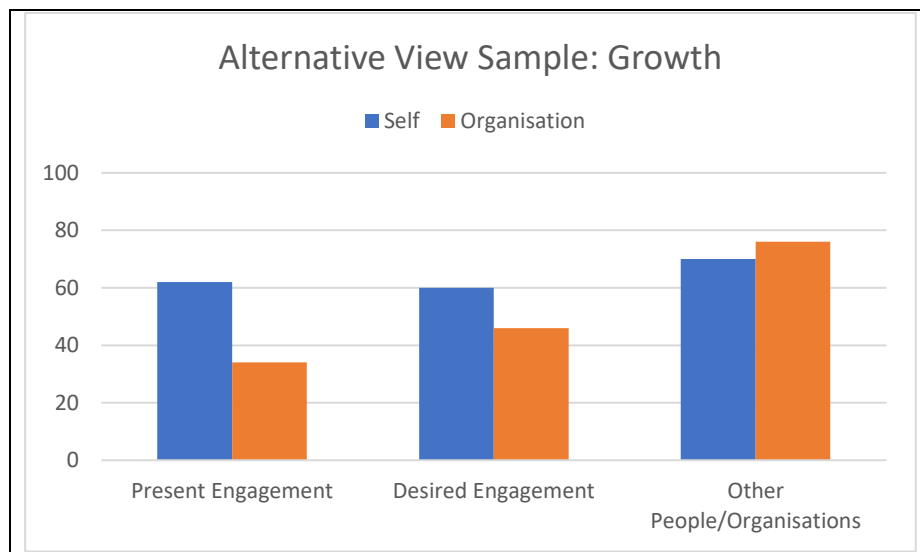


Your view of yourself suggests that you believe that the world is a stable, ordered place where people live by the rules and receive what they deserve. You may not find it easy to engage with fluid situations, intensity of feelings, and major changes in your context.

Your view of your organisation suggests that you believe that orderliness, systemic discipline, and predictability are important and distinctive strengths of your organisation that should be preserved.

Your membership of the organisation is likely to be governed by the belief that you carry a larger share of responsibility for upholding order, fairness, and discipline in the organisation. You would like to enhance dutifulness and role-adherence for yourself and for the organisation within the prevailing culture and its constraints. You may feel both privileged and burdened by the role of being the torchbearer of norms and the container of chaos within the organisation.

Section 2.4: Growth (*Meritocracy, Strategising, Goal orientation, Networking, Achievement*)

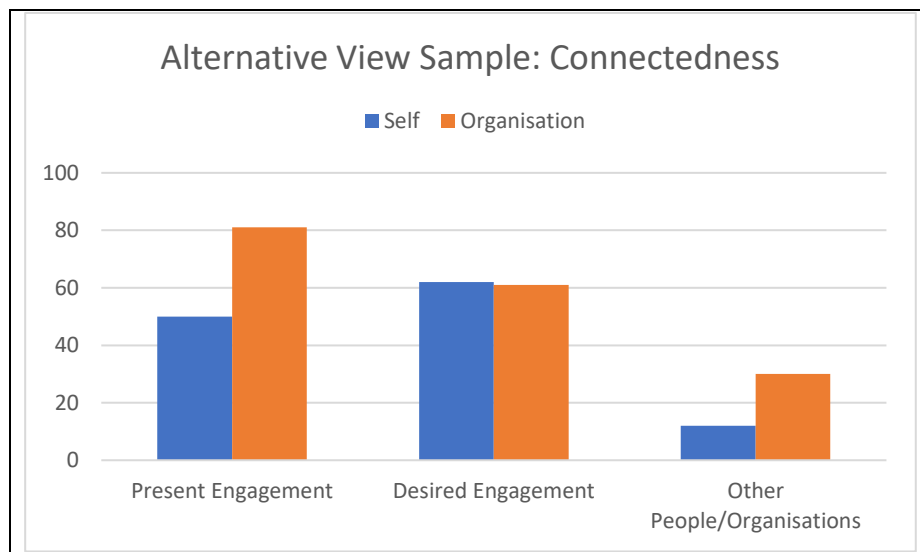


Your view of yourself suggests that you would work toward forging mutually beneficial relationships and would be willing to both compete and collaborate as necessary. You may not pay adequate attention to other facets of human existence and may find it difficult to understand people who are not driven by success and achievement.

Your view of your organisation suggests that you believe that your organisation needs to become more meritocratic, result-oriented, and also invest in developing the skills and competencies of its members.

Your membership of the organisation is likely to be governed by the belief that you carry a larger share of responsibility for upholding meritocracy and growth orientation in the organisation. Consequently, you will feel energised by impacting your organisation in ways that make it more focused, ambitious, meritocratic, and result oriented. You risk becoming insensitive to the constraints of the organisation and also to the potential resistance from others.

Section 2.5: Connectedness (*Humanism, Empathy, Inclusion, Dialogue, Sustainability*)



Your view of yourself suggests that while you already work towards a more egalitarian context driven by humanistic values, you perhaps feel the need to enhance your efforts in this direction. At the same time, you may experience difficulty in engaging with the unpleasant realities of human existence (e.g. strife, envy, aggression).

Your view of your organisation suggests that you believe that your organisation needs to become more down-to-earth and learn to take some hard decisions, rather than getting swayed by idealistic notions of inclusivity, participation, equality, etc.

Your membership of the organisation is likely to be governed by the belief that while you need to be more empathetic and caring, the organisation needs to become less idealistic. Consequently, you would try to become more inclusive and sensitive but also draw the attention of members in the organisation to other pragmatic imperatives such as discipline, expertise building, and goal achievement. This may become a source of new learning but may also leave you with a sense of impatience and restlessness.

Section 3: Summary Observations

Section 3.1: You are likely to be energised by roles...

- ... where you can take care of people who are close to you and also deploy your wisdom for the benefit of the organisation.
- ... which give you a sense of belonging or a sense of purpose within a stable structure.
- ... where you can take care of the need for orderly functioning and enable others to exercise their flexibility and discretion.
- ... which give you the opportunity to enhance meritocracy and result orientation in the organisation and add to learning and growth for everyone.
- ... where you can blend your passion and purpose with sensitivity towards people while also inspiring others in the organisation to become more outcome-focused and accountability-driven.

Section 3.2: Challenges that you may encounter

- You may find it difficult to deal with situations where you are required to challenge and confront the organisation directly.
- You may find it difficult to deal with situations which require you to face or manage interpersonal conflict, competition or needing high risk taking.
- You may find it difficult to depend upon others for stable, orderly, and predictable functioning.
- You may experience difficulty in roles which require you to deal with people who are not very ambitious and do not wish to stretch themselves.
- You may find it difficult to be empathetic, invest in relationships and put people ahead of purpose / process.

Section 3.3: Your reputation – people may perceive you as...

- ... a caring person who is a symbol of continuity but may be out of sync with the present.
- ... someone who is friendly, approachable, and a good listener, but also as someone who is risk averse and is put off by conflict.
- ... a disciplined person who is at times too rigid particularly in respect of him/herself.
- ... an ambitious professional, who is a bit unifocal and does not understand people who may have different values and priorities.
- ... someone who brings a sense of realism and grounded decision making without altogether forsaking sensitivity to people / the larger context.

Section 3.4: Way forward

- You may like to explore the downside of not differentiating caring from protecting. Simultaneously, instead of becoming the sole upholder of harmony and tradition, you may like to explore how you can co-hold these with other members of the organisation.
- You may like to examine whether you and your organisation are paying adequate attention to the opportunities and threats in the environment? You may also like to seek opportunities where you can experiment with taking small risks.
- You may like to share your distress arising out of being the sole upholder of orderly functioning and also create opportunities for yourself to be more expressive and spontaneous.
- You may like to deepen your understanding of the systemic constraints and explore the unintended consequences of the changes that you wish to see. Simultaneously, you may like to co-opt others to work with you in enhancing the performance orientation in the organisation.
- You may like to seek opportunities to reach out and build close, intimate connects with others. Simultaneously, you may like to garner support and collaboration of other members for enhancing pragmatism in the organisation.

Annexure: Nature of the Imperatives

1. Continuity

Preserving and perpetuating a steady internal state and a reasonably stable external equilibrium is an imperative of all living organisms including Individuals and collectives like family, work systems, communities etc.

At the individual level, this imperative is manifested through that part of us that wishes to belong to a safe haven where we feel protected. Its primary orientation is towards familiarity, harmony, and strong bonding with our kith and kin. At the organisational level, it manifests through traditions, behavioural norms, and ways of working which are sought to be perpetuated. This imperative provides anchorage to both the individual and the organisation and forges an emotive link between the two.

People who have high engagement with this imperative, but do not experience it to the same extent in the organisation, may feel unsafe and may experience lack of belonging in the organisation. They may also take up the role of fulfilling this lacuna in the organisation by investing in close personal relationships.

On the other hand, people who have low engagement with this imperative, but experience it strongly in the organisation, may feel restless and claustrophobic. They may take up the role of shaking the organisation out of its slumber.

2. Assertion

All organisms experience arousal, which makes them act and generates a sense of enlivening in them. The stimuli may be internal (needs, desires etc.) or external (threats, invitations etc.).

At the individual level, this imperative manifests through that part of us which is focussed on fulfilment of our desires and assert our individuality. Its primary orientation is towards excitement, adventure, heroic action, and dominance. At the organisational level, it manifests through processes of competition, environmental scanning, vibrancy, and agility. This Imperative energises the organisation and enables the individual to bring his/her passion into the organisation.

People who are not very engaged with this imperative but experience it strongly in the organisation are likely to feel anxious and insecure. They may either keep a low profile and/or become peace makers/mediators among warring factions.

On the other hand, people who are highly engaged with this imperative but do not experience it in the organisation, are likely to experience boredom and lack of excitement. They may take it upon themselves to enliven the organisation through bringing new ideas and challenging the status quo.

3. Balance

Since organisms do not exist in isolation, they have to orchestrate their equilibrium with their context. This is achieved through laying down the roles and boundaries for each component.

At the individual level, this imperative manifests through that part of us which seeks to relate with the world in an orderly fashion. Its primary orientation is towards clear expectations, dutifulness, discipline, and role appropriate behaviour. At the organisational level, it manifests through laying down systems and procedures, planning and control mechanisms, specifying role responsibilities, and delegation of authority. This imperative provides a sense of stability, predictability, and objectivity to both the individual and the organisation.

People who have high engagement with this imperative but do not experience it in the organisation are likely to feel lost and experience the organisation as a complete mad house. They may become helpless bystanders and/or take on the role of the upholders of organisational discipline.

Similarly, people who have low engagement with this imperative, but experiences it strongly in the organisation, may feel stifled and experience the organisation as too rigid and dogmatic. They may become loose cannons, mavericks or "out of the box" thinkers.

4. Growth

Human beings, and the organisations to which they belong, have inherent potential which they continuously try to actualise. This is achieved through transcending the existing limitations and gaining mastery over our destiny. At the individual level, this imperative manifests through that part of us which continually strives towards higher levels of achievement. Its primary orientation is towards goal directed action, competence building and forging mutually beneficial links with others. At the organisational level, it manifests through goal alignment and creating a meritocratic culture. This imperative enables the individual and the organisation to have a clear sense of direction and control future direction.

People who have low engagement with this imperative but experience it strongly in the organisation, may carry a feeling of inadequacy or resentment about being pushed. They may take up the role of a good follower/learner or become the upholder of other facets which they believe get neglected in the constant chasing of targets.

On the other hand, people who have high engagement with this imperative but do not experience it in the organisation, may find the organisation as under- performing and may also feel dissatisfied with the opportunities to learn and grow. Consequently, they may take up the role of pushing the organisation to higher levels of performance and/or become insensitive to the limitations of people around them.

5. Connectedness

All organisms are whole in themselves as also a part of a larger whole. The imperative to seek Communion arises from this relatedness/linkage with others and becoming a meaningful part of the larger whole.

At the individual level it is manifested through that part of us which wishes to transcend our preoccupation with ourselves/our subgroup(s) and become part of the larger human context. Its primary orientation is towards meaningfulness, intimacy, compassion, and respect for others irrespective of their clan and creed. At the organisational level, it manifests through concern for human values, social responsibility and wish to contribute to the larger environment. This imperative enables the individual and the organisation to believe that their existence is of value not just to them but also to the larger context.

People whose engagement with this imperative is low but experience it strongly in the organisation, may find the organisation too mushy, impractical, and over idealistic. They often become the voice of pragmatism/cynicism in the organisation.

On the other hand, people who have high engagement with this imperative but do not experience it in the organisation may find the organisation ruthless, insensitive, and self-absorbed. They sometimes become mute spectators and sometimes become crusaders for human values.



EUM-I© and EUM-O© belong to the suite of tools built with the EUM framework as the foundation.

The EUM framework's antecedents and early influences can be traced to Clare Graves's '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 8000 (Indian and non-Indian) respondents from various walks of life have taken the test since. It counts 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 200 organizations in India and abroad by multiple consulting organizations in the course of their Organization Development and Organization Transformation interventions.



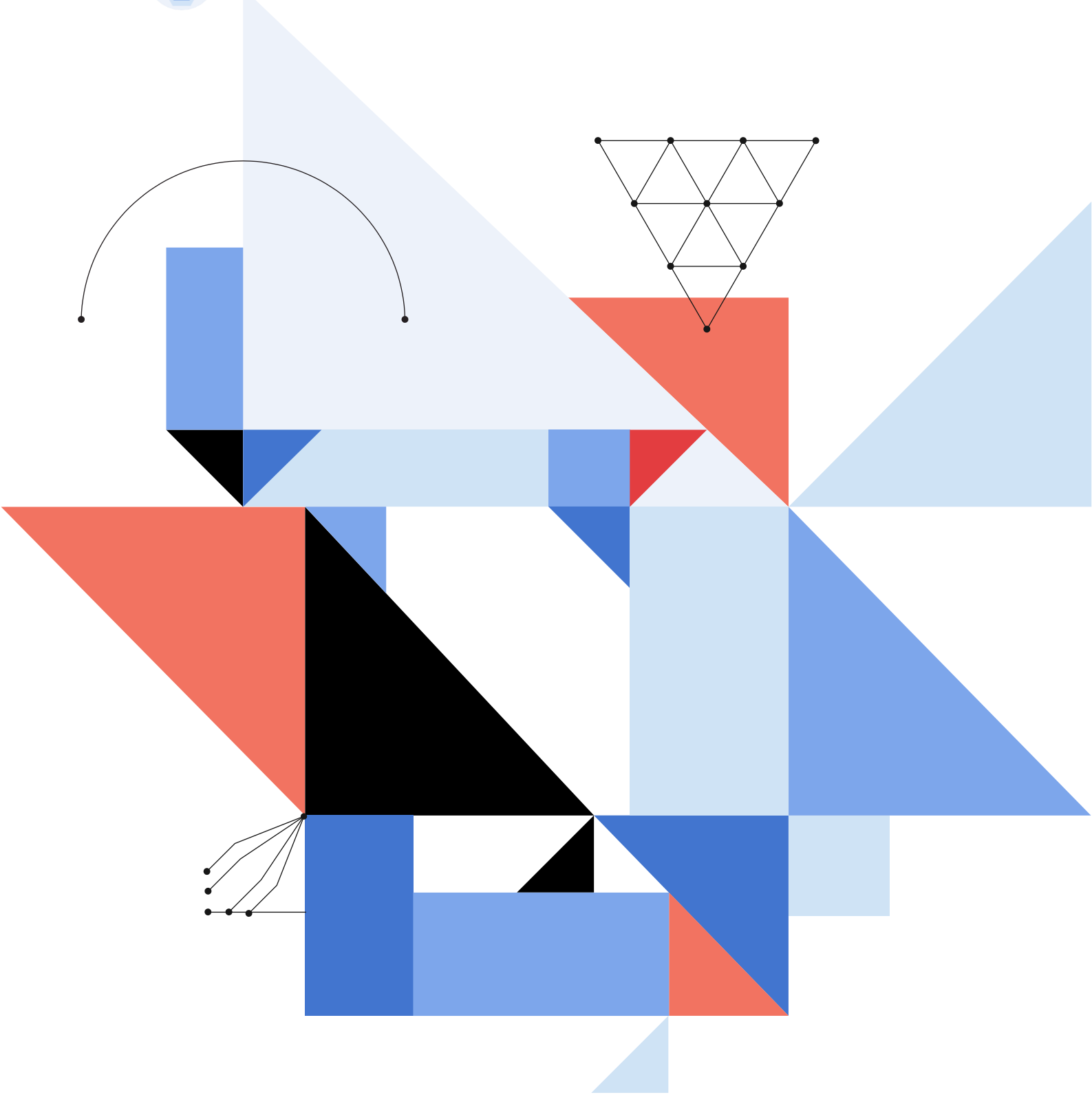
RLC has been set up by a group of Organization Consulting Professionals in India, who hold a strong belief in self-reflexivity as an invaluable ingredient for growth and evolution. In their perspective, the self and the context are inseparable and shape each other simultaneously and hence the study of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

The Existential Universe Mapper (EUM) Framework, 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 organisation levels.

RLC 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



**Reflexive
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