

# TWO ORGANIZATIONS ("I" AND "IT")

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## DIFFERENTIATING TWO REALITIES

Think of the two realities as two organizations, operating simultaneously, each relying on different behavior and different parts of the brain. The dominant one, the one that directs our attention outside, and the one we've been trained, socialized, educated, hired, and rewarded for our performance in, is *ORGANIZATION ONE: TECHNICAL SYSTEMS*. This system supports the organization's purpose. It requires that people use techniques (rules, procedures, policies, protocols) on *external* objects in order to implement, improve, reproduce, replicate and standardize.

*ORGANIZATION TWO: LIVING, RELATIONAL SYSTEMS* provides the life and emotional engine that drives *ORGANIZATION ONE*. The two are often in conflict. In fact it can be said that *ORGANIZATION ONE* functions best when individual moods and emotions are *not* present. Its goal is often to drive them out.

The very success of technique . . . subsists purely on externals. What lies behind those externals—the human person, in its uniqueness and its totality—dwindles to a shadow and a ghost.<sup>1</sup>

As long as this external "machine" goes smoothly, routine happily happens. But unfortunately for routine, the world inside or life happens. Life, the dynamic human energy, is forever popping up and out of its hole into ORGANIZATION ONE in weird, complex, sometimes messy ways to break the routine as only life can do. When that happens, we tend to remain true to the technical system and apply external rules, procedures and policies to push life's head back into its hole—only to have it pop up and out again . . . then again . . .and then again.

At this writing, the space shuttle was just launched, two years after the Columbia disaster. NASA had spent \$1.5 billion, two years and extraordinary technical expertise to fix the foam problem, only to have some foam rip off again from Discovery. Just today, July 30, 2005, the administrator announced that he has created a "tiger team" to solve the technical problem.

<sup>1</sup>Wm. Barrett, *Irrational Man*, pg. 32, 1958

Hold on though. Not so fast. The technical was not the major problem. Life happened. Seventeen years before Columbia disintegrated, Challenger blew up on launch because of the O-ring. This technical problem was solved. Then with new people, new procedures, new rules, new policies, and new protocols the foam tore a hole in Columbia's wing on launch, causing it to disintegrate on reentry.

Two different problems? No.

The more fundamental problem was with *ORGANIZATION TWO: LIVING, RELATIONAL SYSTEMS*, the breathing, pulsating, emotion-driven internal human experience in relationships that is always driving *ORGANIZATION ONE*.

In both tragedies engineers were anxious and deeply concerned, knowing that doom was not only possible, but probable. Yet this information was not influential because it did not fit *ORGANIZATION ONE'S* standardized procedures, policies or protocols. *Life* was ignored, discounted, distorted and at times de-valued.<sup>2</sup>

There has been no announcement about a "tiger team" to address this problem, but when there is, the team will certainly examine rules, procedures, metrics, policies and protocols to make the human "machine" go more smoothly.

The problem of course, is that people are not machines.

"Whether organism or organization, all things are living processes, not constructed mechanisms, and cannot be made to behave as though they were machines, in spite of all our illusions to the contrary,"\*

*TECHNICAL* and *LIVING, RELATIONAL SYSTEMS* are functioning simultaneously in a dynamic, interdependent way. Every organization's success is highly dependent upon the degree it differentiates the two, acknowledges the power and value of each, and consciously creates synergy between the two.

We ignore either one or the other at our own peril. Our world outside, and our individual personal world inside must work together.

<sup>2</sup> Cabbage and Harwood, Comm Check . . .  
Langewiesche, Columbia's Last Flight, The Atlantic Monthly, November, 2003

<sup>3</sup> Dee Hock, Birth of the Chaordic Age, pg. 117

## **DIFFERENTIATE. CROSS THE THRESHOLD**

To cross into *ORGANIZATION TWO*, return to your own experience while you are reading this. Reflect upon the impact the reading is having on you. What are you feeling? (intrigued, excited, confused, wary, anxious, bored . . . ?) What are your associations, thoughts? What do you desire, intend, or want?

With one step you crossed the threshold from *ORGANIZATION ONE*: the outside world of techniques and objects and entered *ORGANIZATION TWO*: your own unique, living world. You are peering out from your center, occupying the one square foot of territory that only *you* occupy, bringing your past that only you have had, and looking out at others who are in their unique square foot locations and looking out at you with their unique pasts, from their unique perspectives.

There is one major difference between the two. Your performance in *ORGANIZATION ONE*, is primarily dependent upon following or developing protocol or procedures that others also follow. In *ORGANIZATION TWO*, your performance is primarily dependent upon *self-awareness* and *choice*—the choices that only you can make.

When in *ORGANIZATION TWO*, the world of awareness and choice, *you* have crossed from:

- ❑ The world of “fact”, to the world of opinion.
- ❑ The world of procedures to the world of perspectives.
- ❑ The world of “believe what you see” to the world of “you see what you believe”.

Organizational policy shifts from “We treat customers with courtesy”, to “am I being courteous with this angry customer?” You shift from learning “how to manage meetings”, to “what can I do to make this meeting successful now?” The organization shifts from an abstract legal entity to being *your* very particular organization—the people who are in front of your face, now.

*ORGANIZATION TWO* is obviously the system of choice, personal power and personal responsibility. It is often devalued in *ORGANIZATION ONE*, which sees it as “touchy-feely, messy, unpredictable, and difficult to control”—all characteristics that techniques are designed to drive out of the system.

## A MAP FOR EXPLORATION

As you cross the threshold into *LIVING, RELATIONAL SYSTEMS* you'll find yourself in foreign territory, often 180° from how you and others reflexively think. You'll discover that you:

- Attribute motives and feelings to others, forgetting your own.
- Judge others, not seeing how these are connected to self-judgment.
- Blame events for creating your experience, not noticing how you are creating it.
- Need others to change when you need to do the changing.

The *ORGANIZATION TWO* map empowers you to manage yourself: your meeting; your relationships; and accept responsibility for your experience and outcomes. The *AWARENESS LESSONS* place you in the center of your world, looking out. From this perspective, there are four highly interactive and interdependent systems to notice, name and scan, each with distinct patterns to guide your choices.

**AWARENESS I: SELF-AWARENESS.** The more self-aware you become, the greater your choices, the more emotionally effective you will become. Self-Reflection is the key to become self-aware.

**AWARENESS II: SELF-OTHER AWARENESS.** The clearer and cleaner your one-on-one relationships, the greater your freedom, productivity and emotional competence.

**AWARENESS III: SELF-TEAM AWARENESS.** The more you recognize systemic patterns, their relationship to outcomes, and how your behavior is contributing, the clearer your choices, the more effective you and *your* organization will become, and the more emotionally productive your systems will be.

**AWARENESS IV: I AWARENESS.** In the technical world we're working to standardize, repeat, replicate, reproduce, fix something for the future, based upon what we've learned from the past. While we're doing this, life is happening. The greater your capacity to name and notice what is happening NOW—in you; in between you and another; and among all of you; the more effective you and your relationships will become. Your observer, or your “eye” of the I, makes this possible.

**TECHNICAL WORLD ("IT")**  
***IQ IN ACTION***

YOU'RE OUTSIDE LOOKING AT.  
Standardize, repeat, replicate, reproduce, fix.

*Follow a step-by-step program that will lead to the desired result--  
regardless of who is doing it.*

**LIVING, RELATIONAL WORLD ("I")**  
***EQ IN ACTION***

YOU'RE INSIDE LOOKING OUT.  
Unique, individual, deal with exceptions.

*Participate in a living system that is hidden, emotion-driven,  
creative and/or destructive--regardless of technique.*

