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Corporate Allies

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[THE WAY WORK REALLY WORKS]

There are invisible forces at work in the workplace, that limit our ability to fit in, get things done, and allow our competitors to take advantage of our inability to change and adapt fast enough (or at all) to marketplace shifts. If you're recently separating from the military, this document intends to explain the mysterious new world of work and how things may be significantly different than you are used to. Unfortunately these 'hidden rules' have been unknown to you, until now.

Ever wonder why we don't cheer and yell at a golf game like we do at a football game? Or why you have to be quiet in a library but not a bookstore? Ever notice that as you change venues, or contexts, your behavior has to change to fit in?

Ever feel like you don't 'fit in'? Or that people were pressuring you to 'go along' to get along? Perhaps that freshman year at college, or at work, if you're the new employee, or when meeting your significant other's family for the first time – Of course, this is how we communicate social norms and expectations, this is how we create our 'civil society', or at least how we determine who's 'in' and who's 'out'. We're all sensitive to the unspoken rules and seek to understand our individual roles and contributions. Sometimes we 'click' and sometimes we don't.

Question is, where do we pick up our clues, how do we know what's correct or incorrect behavior – and how can we be better at this clue sensing? How can we become more conscious and explicit of what we feel and think are the right signals and behaviors? And as we achieve this mastery, how can we become more conscious of the signals of acceptance we send out to others?

This ebook will explain how to 'fit in' at work for recently separated veterans, because you are changing social contexts and you no longer have the benefit of explicit rules and norms. The civilian workplace has it's own norm and expectations of behavior, but no one explains them to you, nor do they explain what's behind the rules. Where do these expectations come from? This ebook will explain.

Concepts

First question is 'are you right, or are they right"? And the answer is 'yes'. In other words, this is not about who's right or who's wrong, but who has more options and more flexibility to create the kind of relationship that will satisfy everyone's needs? Whoever can do that will 'win' regardless of if that 'win' counts in a negotiation, a transaction, or to simply create peace and harmony in relationships. If you're able to understand what 'they' want and expect - and you're flexible enough to be that, to 'fit in' to their needs and expectations, then you will be in a position to have and provide what they want, (and if necessary, be in a position to take it away). Therefore, people who are able to really understand how people shape their expectations, beliefs and attitudes in a given social structure (sports, work, family, college, etc.) are the ones who are best able to create the shape of things - i.e.: best able to shape and set the expectations, beliefs and attitudes that others will treasure and hold dear.

Think of it this way – in chess, the most powerful pieces can move in any direction, forward, backward, and sideways. 'Weaker' pieces only move one direction, forward, and if they hit an obstacle, they have limited options; remove the obstacle or be removed. In social situations – you can decide how flexible you want to be, this paper will give you the options to decide when to advance, when to support, when to move sideways, and when stepping back can become a great tactical move.

Social Contagion

Ever been told that your presence makes a difference? Ever noticed those few individuals who show up in a room and everyone notices them, and takes their cue from them? And it doesn't necessarily have to be a positive person showing up, lighting up the room. It could easily be someone with a negative attitude showing up and putting a damper on the whole affair. And they don't even have to say anything, yet people respond to the essence of who they are being, positive or negative. The military calls this a 'military bearing' and they consciously train their leaders (and every member is a leader) to exhibit a certain presence regardless of where they are or what they're doing.

In social settings, this influence is called social contagion, because attitudes and demeanors are transferrable among others in the group. People will fall in line with (or react negatively to) other's emotional states and behaviors. Others can 'catch' your mood (and respond) which means your mood is 'contagious'.

In this way we learn what is socially acceptable and 'normal' for a group – team, family or otherwise. We come to see the behavior in others and decide if we want to model it (go along), or reject it, thus putting our group acceptance at risk. Of course, if you're conscious about what you're doing, this 'rejection' of the norm is an opportunity to reset the standard of influence. Remember, you already are influencing others with your presence, it's time to make a conscious effort to ensure that you know the expectations others have of people who assume roles (more about roles to come).

For example, in the military, there is a stare that officers spend time perfecting – referred to as the 'officer glance'. It's a way of communicating non-verbally your displeasure or otherwise exhibiting control through a 'warning' that you find the actions of your subordinates unacceptable. Mothers often have this same glance, also dogs in packs. It warns that a new behavior should be exhibited or potentially punishment will ensue. Because of the rank structure in the military, those who outrank you can give you lawful orders, regardless of if they are in your chain of command. What happens when you bring that expectation to the civilian world, where if you're not in my direct reporting chain it's expected that you won't be giving me orders (or work assignments). When in a civilian setting the 'officer glance' has a negative effect, and creates a negative perception of the person using it, but it doesn't create the expected result of compliance, because the rules have changed around you. In situations like these, you'll find that the context has changed, and therefore what works in the military, is counterproductive in the civilian workplace. This is an example of how contagion doesn't work exactly the same in different situations (different contexts).

You can read a short article here, but if you're looking for an in depth exploration of how your presence affects others and how to consciously control it, get the book "Seeing Yourself As Others Do" by Carol Keers and Tom Mungavan. This book provides the framework and specific attitudes behaviors that you need to exhibit in the modern corporate workplace to be thought of as a leader. It's important to know that (as the book title suggests) it's not about who you are or how you behave per se, it's about other's predefined expectations of how leaders should behave or respond. In other words, these 'followers' are directly influencing the behavior of their leaders by choosing to follow willingly and gladly, or (as is too often the case) unwillingly and with regret.

Takeaway: *Your presence alone as well as what you do and say have a profound effect on the behavior of others through their moods and their actions. You create (or destroy) the effectiveness of others by what you do and who you are. In different contexts your presence, demeanor and behavior will have different effects depending on the norms and expectations of others in the group.*

Identity, Value and Self Worth

Identity is our boundary and our uniqueness - what makes us special, when we get the sense that this boundary is violated, rejected or disregarded, we almost always react emotionally. The emotional reaction can vary from anger (a mask for fear), becoming dismissive of others or withdrawal and shutdown (most common in the workplace).
Identity is significantly different than persona (discussed later) which is about the 'friendly mask' of cooperation we all wear in social settings. Identity is who we think we are, persona is who we want others to think we are.
As you are 'reading' people, the better able you are to determine who someone thinks they are, the better you will be at drawing them out. But be cautious, sometimes people don't have a high sense of self worth and the person they think they are doesn't match reality. Oftentimes, especially in the workplace, people have never been recognized at all for their contributions, and most likely had their contributions usurped from them, claimed by their fellow team mates or worse, their boss, who received all the accolades and awards while they received nothing. *However, once an employee sees they have value and worth, they immediately start reinforcing that belief through more valuable actions at work.*

The simplest technique is to coach them in the process of identifying the value of their actions, as it applies to the situation or the group. VERY IMPORTANT – you must coach in the process where they themselves admit (and verbalize) the direct value impact of their contributions. You can't say it yourself, you must get them to choose a value assignment. You can present some options and choices of different values, but they must choose and verbalize which value and ideally, some measure or quantification of it. If you don't allow them to discover it and verbalize it, they won't internalize it, and hence will never act as if they believe it (because they won't).

To help someone capture their value, there is a detailed workbook at http://srkinc.com/miracle_resumes.pdf but here is a simplified version of the process:

> ***First, identify the value structure and options.*** In other words, what outcomes does this community find most valuable? Not what do they say they value, (because it will almost always be useless statements of character or even worse 'hard work') but what do they truly reward or trade money for? They reward creating a condition or removing a condition. Typically these are constructed as emotional statements: you make us feel safe, you provide our freedom, or you gave us friendship, recreation, or affirmation. These are all things people willingly buy or trade for. People don't buy a movie, they buy the *recreation* that the movie provides, people don't buy security systems, they buy the *safety* the security system provides. The point is, what people do and say for each other creates these valuable outcomes. You can see the value structure here: http://srkinc.com/Emotional%20Trades.pdf.
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> In business the value structure is: Cheaper, Faster, Better, More & People. *Cheaper* = money, making it and saving it; *Faster* = efficiency and less waste; *Better* (or safer) = improved functionality or applied to a different problem; *More* = increased capacity or throughput; *People* = Improving morale or reducing turnover.
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> Note: Don't allow people 'off the hook' by saying they didn't do anything valuable, didn't improve anything. Even if they had an operations only job, they still participated in improvement of something or someone, even if it's just improving their own work over time. Most likely they trained others, or sat in on project teams that needed their expertise, in which case they surely caught something that would have cost money, time safety or some other relevant factor if allowed to go into production.
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> **Second, quantify the gain or improvement.** People will often say 'I don't know how much improvement I made' but in order for there to have been progress, there has to have been an unacceptable state to begin with, and it had to have been changed by their efforts. People naturally improve their state or condition unless they have been systematically demoralized by the situation or by their 'leaders'. But they never track it because they don't have the tools and typically their structure is 'lying to them' about what is truly valuable. They are told skills are most valuable but in fact, this is not true.
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> Value producers and people of character are more highly prized and rewarded. In fact, if you think of it in a 'pyramid' structure of a typical workplace, skills are valuable at the bottom (euphemistically referred to as 'direct contributors'), in the mid tier, people who can organize others to produce value (cheaper, faster, better, more) are more valuable, and finally, people who can inspire and lead those value organizers is the rarest and most highly prized of all.
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> To identify the value improvement you can help them with this chart http://srkinc.com/valuetracker.pdf. In it you can see on the left the 'before' and on the right the 'after' columns. In the middle is the area of improvement (cheaper, faster, better, more, people). Work the chart from left to right, and ask 'how bad was it before' and 'how much better was it after?' Then you can help them assign a percentage improvement. This works because the brain does track patterns and changes, but it does so by comparison and approximation, not by strict numerical valuations. You can tell them this is a valid assessment because of this and because they were closest to the problem so therefore they can be assured they have the closest estimation of the improvement.

Takeaway: *determine who people really are, and the value they bring, regardless of if anyone else sees it, including themselves. Giving someone a sense of worth is a priceless and rare gift. This makes you a powerful leader because you demonstrate that you care about them.*

There's a key difference, in the military, these concepts are conscious, in other words, everyone in the organization consciously and explicitly knows how they fit in to the organization, the legacy, history and traditions, hence it is much

easier to make use of social contagion and identity in the organization. In a corporate/work culture, these points and norms are unspoken, assumed and unnamed. People in the workplace usually only have a vague general feeling if something is right or 'off'. While this can make it harder for former military people to see the 'game' and the rules, (and may lead them to assume the same rules in the military apply in the work world) in fact, if you're able to see the rules of your particular situation and able to change them, you'll be in a position of leadership regardless of your position or job description.

But there's still more to the picture as we'll discover next.

Social Contract

If you Google this term, you'll find many references to the origination of the concept in political theory and alternatively, in economic circles, how the shift from community interest to self- interest (or as they call it, narcissism) are impacting our economy, such as the recent 'uprising' of the 99%. While all these points are up for debate (and should be) our view is much more practical and applicable, in how it translates into our work life.

In general, this concept is about giving up certain rights in order to provide for a just and civil society (or workplace). The important part to know about this is how it has changed and evolved from a point of citizenship, caring for the employees (i.e. lifetime employment) into its current state (look out for number one).

In the WWII industrial era and beyond, the unspoken agreement (social contract) with employees was you could stay at a company for your working life, and expect to retire and be taken care of in retirement with a pension. You would not just have a job but a career. In fact they even had company nurses to attend to employees who were sick or injured on the job.

A lot has changed since then. New employees expect (and rightfully so) that there will be no lifetime employment, no promotions, and certainly no pension, let alone social security. They have no expectation of any such thing as a social contract (in a work setting), hence they act accordingly. Older workers decry the lack of loyalty in the young workers today, yet they ignore the fact that during the last recession many of their peers (or they themselves) were the first to be sacrificed for the sake of profits.

The new social contract – *look out for number one, while not <u>appearing</u> to look out for number one.*

This creates a certain 'duality' where leaders and participants will say one thing yet do another. Everyone says they support group actions and decisions, or that they have made decisions in the best interest of the company, yet when you evaluate the behavior you quickly realize they are acting in their own best self interest first, *then* the best interest of the company.   They are in essence saying "I'm acting in the best interest of the company… (after I look out for my interests first)." And they see no contradiction in this, because of the broken old social contract has been effectively replaced with the new social contract.

Remember, your company leadership believes their employees are sacrificial to the balance sheet. If the income stops, so does the employment (and quickly) – regardless of what they tell you about how employees are their greatest asset. No one around you believes this, regardless of their assertions to the contrary. If you doubt this, ask them if they believe in lifetime employment, or that the company 'has their back' and would take care of them in a crisis, such as a family emergency or natural disaster. Heck, ask them if they expect the company will pay for their certification training without hassle. In fact, you'll find no such expectation. This means then, that they can't believe that employees are the greatest asset or else they would have a protection program in place to keep their assets in prime condition. After all, no one buys gold and then leaves it outside, let alone lying around the house.

Practically, this will come out in various ways, such as when Kenneth Lay stressed to his employees the importance of buying more shares in Enron, when in fact he was selling his personal shares. Say one thing, do another.

It also comes out in the hiring process – when well-intentioned HR professionals will tell you and everyone to 'go to our website', and indicate this is the start of the hiring process, when in fact, if you check the surveys of HR professionals about where they find talented professionals that get hired, the website (and job fairs, and job boards combined) are all worth about 10% of the employees they hire. In other words, they're telling all candidates that 100% of our employees get hired from the website, when in fact, they only source less than 10% of their employees this way. Better to learn to ask the right question to ask 'Where do you find great employees' vs 'where do you tell everyone to go'?

Takeaway: *Understand there is a huge duality between what people say and what people do in the workplace. They will readily tell you one thing is the right way, when in fact their actions and choices reveal quite different beliefs. Learn to listen to what people do, not what they say, in the workplace, to reveal their true beliefs and intentions.*

Missing Morale

Which leads into our next concept – no morale in the workplace. Before we delve into this we have to first acknowledge that if you're a corporate leader or manager in today's modern workplace, you in fact believe that your company has morale, even when you don't. Simply because you've never had an experience of morale in your school, career or quite possibly, your family, therefore, you assume that you have it, because no one can prove different. And when you go to another company, the experience of morale is the same – therefore, it's easy to conclude that companies have morale, some higher than others, but still, intrinsically, they believe they 'have it' – whatever 'it' is. They have mistakenly confused motivation with morale, thinking that if they motivate you, through extrinsic rewards (money, time off, promotions, bonuses, and health care) your motivation will naturally create high morale.

Yet, their own surveys of Employee Engagement say otherwise. Employee Engagement is a concept that is akin to morale, but if you're coming from a military experience, it quite simply is not morale, nor do the techniques used to create employee engagement promote good morale. But understand, they don't have an experience of it so they can't conceive of it should you mention it to them. No one has ever cared for them at work to the level of 'morale' – nor are leaders held accountable to demonstrate care or create morale. They are quite blind when it comes to creating morale unless they have prior military experience.

If you Google Gallup and Employee Engagement, you'll see that they are a consulting organization that has developed 12 anonymous survey questions given to employees that when, equally applied to all organizations, reveal their Employee Engagement score. Higher scores mean higher productivity, less absenteeism and a host of other direct company bottom line benefits. Yet, according to Gallup, Employee Engagement scores in the United States are currently at about 30% nationally, and sadly, that's considered high in developed nations, which generally score lower than the United States. The other side of this coin is the number of employees who are actively disengaged, meaning, they are actively working against the company in terms of harmony and teamwork. They are borderline actively sabotaging the work being done by others, through their poor attitude and behavior at work (see above for discussion about emotional contagion).

What they don't understand is that engagement is not made up of motivation, and motivation has nothing to do with morale. As any military leader knows, morale is created by genuinely caring for your troops, every aspect of their lives, pay, family, benefits, health, training, etc. It's summed up in the statement 'leaders eat last', and it's reinforced by a culture where leaders assess each other and hold each other accountable to provide a true, morale building experience, to the point they truly want to care and look after the well-being of the troops entrusted to them. In this way a military leader is able to ask for any sacrifice, present any challenge to their team, and they will willingly, gladly accept it for the sake of their team and the sake of their leader.

However, notice that no employee expects this level of involvement (and may consider it 'off putting' to say the least), because they've also never experienced morale. They have never been cared for by their leaders to the point where they'd be willing to do anything, go anywhere, and sacrifice anything for the sake of their relationship with their leader. Hence, companies are not able to ask for sacrifices, nor are they able to inspire great achievement in their employees.

Realize that there is no concept of *willing* sacrifice in the corporate workplace, so they will mistakenly substitute the concept of trust in its place. While trust is an important component of morale, it's not morale. There have been no examples of *willing* sacrifice for others so therefore there can be no morale in the military sense of the word.

Takeaway: *While civilians may not grasp the concept of morale, as a military leader, you do. And you have a windfall opportunity to set the standard and easily achieve dramatic performance gains of any organization you belong to. Remember, don't bother explaining it, give them the experience of it, and then they'll understand.*

Leading Without Rank

This is titled leading without rank, not leading without authority, for a reason. Several military leaders wonder after they get out will anyone follow them, when they no longer have the rank to fall back on as a crutch. Notice that your civilian peers very often will not be as effective as you can be in a leaderless situation. By now you certainly realize that people did not follow you because of your rank, or because they had to, but because they wanted to. At your level, you rarely, if ever, had to pull the 'rank' card and insist that someone follow your commands. How did you make that happen? You led with authority, not just rank.

Your answer will be the same in the civilian side. How you lead has never been a function of your rank, it's always been a function of you. Your authority (moral and personal) is made up of your influence, your care, your dedication and willingness to sacrifice yourself and your needs for someone else first. **You lead by who you are, not what rank you wear.**

Unless you find yourself working in an unusual company, or with senior executives, you probably won't find many of your peers know this 'secret'. So you may be asking yourself 'how are they able to be effective?' - You're probably already discovering that you have much to teach your peers in this regard. Remember to lead by example and to provide the experience of care for your peers and subordinates. Just because no one else is doing it, doesn't mean you should follow their example. **Don't fit in, stand out**, by the power of your example.

Takeaway: *You'll discover what you already know, people respond positively to being cared for and will return the favor. You make a name for yourself (and will earn more responsibility quickly) because of your competence in leadership and your 'magical' ability to create the very best teams in the organization.*

Power Structure

What if you knew the secret keys to power in an organization? Who would you guess has the most power? The CEO? Or the Executive Board? Or maybe the executive admin who knows all, sees all and keeps the confidences and bends the ears of the players and gamers in the seats of power?

Well, you wouldn't be too far off if you guessed the executive admin. But the point is you can have power and influence that spans a vast organization, and you don't even have to have the title or position, all you need is to know that in corporations people often willingly surrender their power to others in an organization for the sake of simplicity and not having to 'play politics'. It's not suggested that you 'play politics' either, but if you're entering into a company of significant size, you best know that power works completely different in civilian life then in the military.

Before we delve too far into this, it's important to make a distinction. We're not talking about chains of command/hierarchy. You'll find that power has very little to do with position or title. If you imagine how much real power and influence the senior NCO staff have in the military, you'll better understand how power works in a civilian workplace, but with a key difference, it's much more diffuse and sometimes obscured who really holds the power in a given situation or structure. Like in the military, often it's those who deliver results (ie the NCO team) that hold a lot of sway over a particular initiative or strategy, however there can be additional pockets of power that you need to be aware of and on the lookout for. We've simplified this based on their ability to influence (or coerce) behavior from others. There can be many different power centers but there are at least four main universal power centers:

- **Control** – Who has the power to approve, to say 'yes' or 'no'? (usually controls the money)
- **Rules** – Who makes the rules for others to abide by? (This could be an external, governmental regulator)
- **Rewards** – Who has the ability to reward others? Generate sales, Extra pay, time off, benefits, stock options, promotions, assignments, recognition, etc.
- **Punishments** – Who decides the discipline? Performance improvement plans. Who has the ability to take away your job?

You can see these power centers summarized in the following graphic: http://srkinc.com/powerstructure.pdf

Notice that power is not centralized in one person or department. This can create turf wars and other conflicts as people struggle to get power (or the trappings of power) and build power centers for themselves. Power to create explicit **rules** (i.e. policies) can be controlled by an external authority, Power to **say no** can reside in Human Resources – with the ability to hinder the hiring process for candidates and for hiring managers (often in order to comply with rules made by others). **Rewards** can be handed out by almost anyone, when you consider recognition to be a powerful motivator in the absence of any real effective recognition strategy. **Punishments** can be handed out by virtually everyone, including front line people who can move service requests to the bottom of the pile for co-workers who may seek to expedite their request by escalating early (and often) to higher managers, in a thinly veiled attempt to make the service provider look bad or perhaps, incompetent.

When dealing with power, you rarely deal with people in an ideal state of how you wish them to behave, but you deal with them as they are, in their true state, always seeking some gain, usually for themselves, in the form of a lighter workload, less stress, or more control over decisions and over others.

Now you have the knowledge to avoid hidden entanglements and have a better understanding of the need to evaluate people's motivations when they agree to (or drag their feet on) a particular project or initiative you may need their help on. If you're hitting roadblocks for no good (apparent) reason, you may be entangled by one or more competing power centers, and they may be seeking to use you as a pawn in their power play. Or you may be getting 'played' because they see that you have something they want, and they are seeking ways to recruit you onto their team or eliminate you as a potential threat to their perceived power.

Depending on which groups have the most influence and which teams the corporate powers that be have determined are likely to win in an argument (ie who has the power in the organization). In some organizations it's sales, in others, it's R&D, in others, the finance group. It's always interesting to see what tactics are employed in any given conflict with the 'power holders' in an organization. Regardless of our perceived strength, we also believe our actions and choices are limited to *conflict or attraction* (or in Chinese philosophy, Yang and Yin) because we've never been given other options by our parents and teachers. There are other options, taught by Gandhi, Martin Luther King, Jr, and Nelson Mandela, to name a few, including the path of nonviolent acceptance, meaning you make a space for this opponent and

provide for them what they want, which allows you to get what you want. See 'Emotional Trades' section below for more details.

There is an important distinction that needs to be made at this point. None of these is to be considered true power. It is merely what passes for power in an organization ignorant of any other example of the real good that power can do when wielded by a knowledgeable person, a true leader such as yourself. Remind yourself of what you learned in the previous section about leading without rank.

Real power comes from people who are willing to follow you, and from people who are willing to sacrifice for you. This is something that faux power cannot achieve, nor ever comprehend. Therefore, those who attempt to wield faux power can always be won over by those who truly care about those they are called to lead. Napoleon built a great comeback out of it, and his people joined the cause fighting for him instead of fighting him. Notice that you have this very ability right now, and your peers do not, because they have never had the experience of people following them because they want to. At best, it is merely convenient for their followers to do so, and this is tenuous at best.

Do a google search on [why people leave their job](#) you'll learn that they don't – *they leave their boss*, not their job. Therefore the person who has the most influence over people in an organization is their boss. You can usrp that power if you have the ability to truly care, to truly lead, from any seat in the organization.
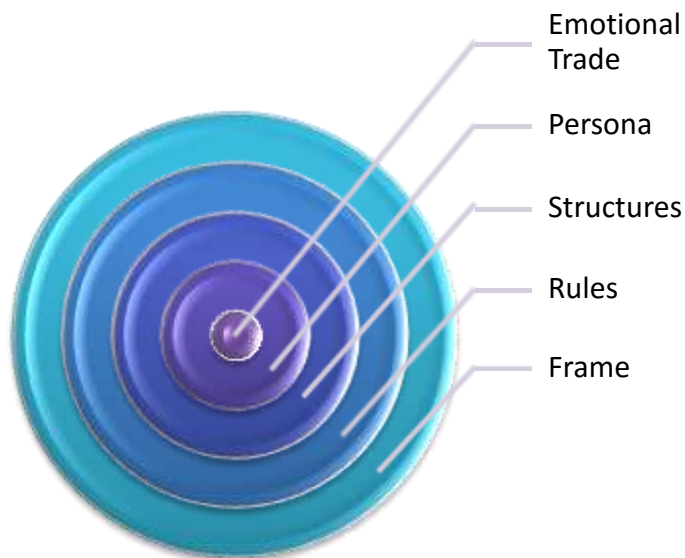
The structure of the game – how self-control is exerted through organizations

Ever hear the one about the [crabs that are put in a bucket](#) and how they'll pull other crabs down who struggle to get out of the bucket? Regardless of if it's true, it is intended to illustrate the human condition, and how people will pull others down if they can't have the reward.

Well the reverse is also true, people will sacrifice and lift others up for the greater good just as readily as they will tear others down. The only thing that changes is the bucket they find themselves in. The situations are quite a bit different and independently will bring out the best or worst in others. This then is the exploration of the various metaphorical buckets or situations, we find ourselves in.

While it is not our intention to make you a 'bucket master', shaping the organization according to your will, for much more individual study would be required in the fields of NLP, philosophy, and organizational dynamics, to name a few, we do hope to help you understand that there is a 'master game' in every organization and to see the various colors and shades of nuance of these games so that you'll know what's being played and what your role is expected to be. Of course, you can always choose another 'game', but you won't see any organization (tight control) or community (loose control) that doesn't apply these principles (games) in order to exert unconscious influence and control over the behavior of its members through the expectation of what is right and proper behavior.

There are 'containers' that create and exert unconscious control over a community or workplace. Each one is an 'outer frame' or 'container' for the next. Meaning that each one limits and constricts choices for the next container. As you begin to understand these you'll understand where people are 'coming from' and you'll understand their expectations, why they get frustrated when rules are violated, the strengths and weaknesses of their position and their self-imposed limits.

Emotional
Trade

Persona

Structures

Rules

Frame

Frame – How we see things in the world – particularly the world of work – is by metaphor – meaning, we make sense of the workplace based on what it's like. Is it like a football game, a contest? Where there are winners and losers? Is it like a family, where we as senior people need to help the new people discover their strengths and value, and find ways to flourish and grow? Is it something else entirely?

There is a book where the authors present 4 different views of the workplace.   Their latest book "How Great Leaders Think The Art Of Reframing" by Lee Bolman and Terrence Deal, explains there are four predominant metaphors for how we see the workplace. While there can be many more, and for sake of diversity, there should be, they list out 4 prevalent views on what the workplace is like. They further go on to explain that great leaders are able to view the workplace in all these 4 views simultaneously, and able to use these viewpoints in guiding their decision making and to help others 'recast' the narrative when it comes time for a fundamental change in the work being done, either due to market forces or other reasons.

 They call the four frames:

- Structural - business is like a machine, efficiency is most important
- Human Resource – business is a family, people's growth is most important
- Political – business is like a jungle, winning is most important
- Symbolic - business is like a tribe, meaning and context (tradition) is most important

If you think that business is like a machine, then efficiency (not people) will be more important. You will reward and behave in an efficient manner – and expect others to do likewise.

If you think business is like a family, then you'll look to encourage others to grow and develop into the best they can be, understanding that by doing so the company flourishes.

If business is a jungle, then you'll seek to protect yourself at all costs, including making (and breaking) alliances. Your actions will reveal that you care more about number one than others.

If business is a Tribe, then you'll understand that you have people who depend on you, and that symbolism and tradition are important guides for behavior. You'll understand the need to protect the legacy of what has been built. Oftentimes you'll find this sentiment (or metaphor) in the trades and crafts (ironworking, construction, etc.). Individuals will often look to buildings or structures they helped create and say 'I helped build that' – they will also say they did it so that their kids can see what dad did, or that future generations will know what they've created (legacy important).

There are other Frames, depending on the situation. The frames presented above are for the situation of business. But people also have frames (metaphors) for life. You've heard the famous movie line 'life is like a box of chocolates, you never know what you're going to get' from the movie "Forrest Gump. This is one example of a governing metaphor for a person's life, which shapes their expectations, behaviors, responses and choices. The right personal metaphor for life can give you options or restrict and limit your choices. In many countries, these life metaphors are given to us on the basis of class or caste. These philosophies can be quite formalized, and also quite restrictively enforced from a society perspective, meaning, regardless of if you choose to accept or reject the philosophy given to you by your class or caste, society will still insist you behave according to the rules of your position.

In America, our class metaphors are not so rigidly enforced, and we are allowed to accept/reject the beliefs given to us by our class. Unfortunately we so rarely think of this that we are often automatons to the beliefs of our parents. However, a close examination of our options will permit us conscious choices. Let's have a closer look.

Ruby Payne is the author of several books, including 'Bridges Out Of Poverty" where she explains the rules of class for Poor (Poverty), Middle Class and Wealthy. These are the 3 main frames (or classes) of society that people in America have. These frames are self-evident to any American but briefly describing them in metaphor frame:

- **Wealthy** – life is like abundance, and should be shared
- **Middle class** – life is like a project, and the future must be planned for
- **Poor** – life is like a struggle, and must be fought

We will cover the rules of these classes in detail in the next section.

You can Google and read more about how the frames color your choices, **but understand that the frame is the game**. It's the metaphor which represents your beliefs about the way the world is (or should be). This dictates your preferences and expectations and just as importantly sets the next step, the rules of the game/Frame.

Rules – These are the expectations and values we instill in others, how we behave and how we insist others behave. This is not a job description or employee manual, which prescribes minimum acceptable behavior (be on time, wear appropriate clothing, etc.), these are the unwritten rules, customs and norms for acceptance. They are created out of our frames (above) and the rules we abide by limits our actions and choices. By insisting that others play by the same rules, we limit their actions and choices.

For example:
If business is a jungle frame, then the rules are, well, there are no rules except look out for number one. It's expected that others will do unto you unless you do unto them first.
If business is a family frame then the rules are don't hurt someone, especially when they are learning or developing a new skill or ability. Just like you wouldn't punish your children for a mistake while learning to play a musical instrument, so too, you don't punish employees when they learn how to do their job or how to resolve a conflict effectively.
If business is a machine frame, then the rules are people need to continually produce without regard to rest. Breaks are seen as a waste of time and waste of productivity.
If business is a symbol frame then the rules are people are to be inspired and encouraged to look to the past for guidance on how to perform in the present. People are playing a part in a drama that is much larger than themselves, and they can find meaning and purpose by serving that larger cause.

Together our frame - how we believe the world should be, and our rules – how we expect others to behave according to our beliefs make up our personal philosophy. Interestingly, when someone doesn't play by our rules (i.e. they play by other rules) we feel as if it's unfair, or that we're being cheated. Given that the rules are rarely explicit, we have very little recourse other than to exclude someone who doesn't play by our expectations, or leave if we can't insist the other person play by our rules.

When you see someone emotionally venting for whatever reason, you can be sure that someone has violated one of these expectations, crossed a boundary or behaved in a way that was a perceived violation of their personal rules. Or someone is asking / expecting them to behave in a way that violates one of these boundaries.

The key lever point here is to realize that in a large enough organization, there are several (or perhaps several hundred) unwritten rules, hidden behaviors controlled not so much by agendas as unconscious expectations. To effectively identify them use this framework an actively listen and ask questions that will help you uncover beliefs and rules.

Earlier we mentioned Ruby Payne and the frames of class: Poor (Poverty), Middle Class, and Wealthy. There are rules and values to each class (frame or metaphor), and they are quite different from each other. When you consider

interacting with someone, be mindful of the rules they've been given as part of their upbringing, but also realize they may be able to reject these beliefs and have a different frame in mind. Here then, are the rules and values of class in America according to Ruby Payne.

	Poor	Middle Class	Wealthy
POSSESSIONS	People.	Things.	One-of -a-kind objects, legacies, pedigrees.
MONEY	To be used, spent.	To be managed.	To be conserved, invested.
PERSONALITY	Is for entertainment. Sense of humor is highly valued.	Is for acquisition and stability. Achievement is highly valued.	Is for connections. Financial, political, social connections are highly valued.
SOCIAL EMPHASIS	Social inclusion of people he/she likes.	Emphasis is on self-governance and self-sufficiency.	Emphasis is on social exclusion.
FOOD	Key question: Did you have enough? Quantity important.	Key question: Did you like it? Quality Important.	Key question: Was it presented well? Presentation important.
CLOTHING	Clothing valued for individual style and expression of personality.	Clothing valued for its quality and acceptance into norm of middle class. Label important.	Clothing valued for its artistic sense and expression. Designer important.
TIME	Present most important. Decisions made for moment based on feelings or survival.	Future most important. Decisions made against future ramifications;	Traditions and history, most important. Decisions made partially on basis of tradition and decorum.
EDUCATION	Valued and revered as abstract but not as reality.	Crucial for climbing success ladder and making money.	Necessary tradition for making and maintaining connections.
DESTINY	Believes in fate. Cannot do much to mitigate chance.	Believes in choice. Can change future with good choices now.	Noblesse oblige.
LANGUAGE	Casual register. Language is about survival.	Formal register. Language is about negotiation.	Formal register. Language is about networking.
FAMILY STRUCTURE	Tends to be matriarchal.	Tends to be patriarchal.	Depends on who has money.
WORLD VIEW	Sees world in terms of local setting.	Sees world in terms of national setting.	Sees world in terms of international setting.
LOVE	Love and acceptance conditional based upon whether individual is liked.	Love and acceptance conditional and based largely upon achievement.	Love and acceptance conditional and related to social standing and connections.

DRIVING FORCES	Survival, relationships, entertainment.	Work, achievement.	Financial, political, social connections.
HUMOR	About people and sex.	About situations.	About social faux pas.

A point Ruby Payne makes is that most social institutions (government, religious, nonprofit, etc.) are created and maintained by people from middle class, with middle class beliefs and values. Hence their institutions automatically take on these beliefs and operationalize them as a part of the institution in its values, culture, rules, norms and processes. To clarify, this often means that those who do not come from middle class society may often find these well-meaning institutions inadvertently reject or make it more difficult for poor (poverty) and wealthy to make use of these services.

For military and veterans, this is also the case regarding work and society. There are different rules for military and veterans and they do not often fit well in civilian society. In fact, you could easily imagine a fourth column titled 'military' in the table above, but you would not find much would compare, because the frames are completely different than class based rules. They are in fact, the rules of the "Symbolic" Frame, which means your work, life and family are dedicated to a cause that is greater than any individual. Therefore, for example, food is about taking care of your troops, did **they** get enough, vs did **you** get enough. In the military "Symbolic" Frame, every discipline, every value, is based on the driving factor of *community first over self*. This is a large part of why re-integration can be a difficult challenge for former military. You are 'required' to adopt conflicting frames and beliefs that appear to be self-serving vs. self-sacrificing.

Our rules offer us options and choices to create our structures, (to reinforce and support of our rules) which set our limits and boundaries in how we respond to opportunities and threats. Unfortunately, as we'll see, this also arbitrarily restricts our choices and options because structure creates and enforces the rules – which then implies punishments for those who don't behave according to the rules and structure set out for them.

This is why competitors can get an advantage, they have adopted frames, rules and structures that more closely mirror the marketplace, customers and prospects. But because it's difficult for leaders to make the case for changing frames (changing the game), people in the company continue to insist on the rules and structures of the 'old game', regardless of the best wishes of the leadership. Bolman and Deal offer practical advice on how to change the Frame in their book "How Great Leaders Think".

Structures - The visible, tangible and (believed to be) permanent organization that follows our rules and is made in the image of our preferred frame. Some examples of structure:
- **Entity** – Corporation, Limited Liability Company, Partnership, Foundation, Trust
- **Teamwork** – Project Team or Operations Team (R&D, IT Support), Departmental team (Sales, Customer Service, Accounting)
- **Process** – Work flow (Design, Build), Manufacturing Process, Project process (Waterfall vs Agile), Computer program (Input/process/output, Object Oriented)
- **Community** – Non Profit, Volunteer group, Community activists, mobs, Religious Orders
- **Conflict/contest** – Football teams, Basketball teams, debate teams, military teams, track & field teams
- **Relationships** – Family relations, friend groups, clans, Communes, significant others

Each structure is beholden to and enforces the norms and expectations of the rules, by creating, measuring and tracking the work / effort of the team members. Each structure is designed for a purpose – to support an effort, build community or to ensure success and winning.

There are two main design principles of structure – box and spine (or platform). Box structure says 'here is the box' and your boundaries are clearly marked within it. Teams with tight performance constraints and very little free options rely on the box structure to limit personal freedom, growth and variability. It's the preferred choice of adherents to the

"Structure" frame, as it allows the most control for the least amount of effort. Families can also be tightly controlled by a Patriarch/Matriarch, or clan elders. And depending on their beliefs about power and control, they may adopt a 'box' structure.

The Spine or platform structure is designed to allow growth and flexibility, it's the preferred choice of adherents to the 'Family' frame. Compare the Android and Iphone to the house phone of years past. The former have a platform model which allows everyone to extend the capabilities beyond phone calls, as long as they adhere to certain programming standards (rules), where the house phone uses a box structure (nothing other than phone calls) and is constrained by the frame, rules and structure imposed upon it. This is why you never see a rotary dial phone (or crank based phone) in use today. *Flexibility always wins*.

While the platform phone structure is more flexible, dynamic and responsive to needs, it still is constrained by the platform – Android apps will not run on IPhone without significant recoding to a new set of standards. Therefore, choose thoughtfully about the Frame, Rules and Structures you will use.

In addition to abiding by the rules of the game, in each structure, people have roles and responsibilities to perform, if they want to maintain acceptance. In order to best fulfill needs, they adopt a persona(s) to give them a unique position, one that allows them to be seen as giving and providing value, and which allows them to get what they need in return (See Emotional Trades for a discussion on this).

Persona – This is the preferred role or personal talent contributions we strive to make in order to be seen as a valuable contributor to the team and structure. It's by persona that we allow others to determine if we fit in or standout or should be excluded. There are several personas and several assessment tools such as Insights, Myers-Briggs, or Strengths Finder that allow us to determine and communicate our value and worth to the team.

There is also a great article on Archetypes at this website – which is a type of persona or role that people play to give and get what they need, emotional support, acceptance, love, money, etc. as we'll explore in the next section. For now, we're going to identify the Archetypes that people can adopt to relate better with others.

The website gives full descriptions of the different personas including their motto, core desire, goal, greatest fear and talent. Examples (for comparison) are included here, but the article gives a descriptions for all Archetypes. Notice that there are four cardinal 'orientations' or inner drives which are Freedom vs. Order, and Self (Ego) vs. Others (Social). Ask yourself which orientation are you more towards freedom or order? More towards self or others?

These are not inherently bad or good, but are a part of learned effective coping and navigating skills we use in the structures outlined above. This is how we project our worth and value to others and how we expect to receive what we need in return.

The Outlaw
Motto: Rules are made to be broken
Core desire: revenge or revolution
Goal: to overturn what isn't working
Greatest fear: to be powerless or ineffectual
Strategy: disrupt, destroy, or shock
Weakness: crossing over to the dark side, crime
Talent: outrageousness, radical freedom
Also known as: rebel, revolutionary, wild man, misfit, iconoclast

The Ruler
Motto: Power isn't everything, it's the only thing.
Core desire: control
Goal: create a prosperous, successful family or community
Strategy: exercise power
Greatest fear: chaos, being overthrown
Weakness: being authoritarian, unable to delegate
Talent: responsibility, leadership
Also known as: boss, leader, aristocrat, king, queen, politician, role model, manager or administrator

The Hero
Motto: Where there's a will, there's a way
Core desire: to prove one's worth through courageous acts
Goal: expert mastery in a way that improves the world
Greatest fear: weakness, vulnerability, being a "chicken"
Strategy: to be as strong and competent as possible
Weakness: arrogance, always needing another battle to fight
Talent: competence and courage
Also known as: warrior, crusader, rescuer, superhero, soldier, dragon slayer, winner and team player

The Caregiver
Motto: Love your neighbor as yourself
Core desire: to protect and care for others
Goal: to help others
Greatest fear: selfishness and ingratitude
Strategy: doing things for others
Weakness: martyrdom and being exploited
Talent: compassion, generosity
Also known as: saint, altruist, parent, helper, supporter

As you can see, each Archetype that we adopt has certain talents, strengths and goals that help it contribute to a larger community, and allow an individual to get the support and resources they need from the group, assuming the persona is valued and its contributions appreciated. You can see people playing these roles of boss and leader in the workplace all the time, and people deferring to them by virtue of the role they play in order to get the paycheck they need.

You can also see people ostracized if they do not adopt a proper Archetype given the situation they are in. hence the concept of 'fit' becomes a critical factor (and much more apparent given the discussion above). For military professionals, they have to consciously consider adopting a different Persona and Archetype(s) from the one they were comfortable with in the military. Once you see what's missing from an Archetype perspective, you'll be in a much better position to identify your best fit and opportunity to contribute.

Be aware that persona is not real, it's a made up construct, a coping mechanism that allows us to adapt and fit into a given structure effectively. It's a mask we wear, a stance we adopt, but it doesn't necessarily mean it's truly what we believe. It's collectively what behaviors and demeanors we have learned are effective tools for us to get what we need from the organization and from within the structure.

> Recently *"Mats Alvesson and André Spicer, professors of organization studies at Lund University, proposed in the Journal of Management Studies that companies with too many smart people risk having their workflow disrupted by workers who overanalyze everything and make repeated suggestions for alternatives.*
> *The best team players, they concluded, are people who carry out their work without constantly questioning the processes or their bosses. They labeled this trait "functional stupidity."*
> *The profs said that functional stupidity is not necessarily a factor of IQ. It can be a result of office politics, a byproduct of a workforce that has lost its motivation or a fear of reprisal for speaking up."*
> http://www.startribune.com/lifestyle/209654291.html

So in this way, through someone's Persona and Archetype, we can see that as a result of office politics or other implicit acts of coercion, how people behave is a result of the expectations that have been placed upon them by others. In this case they are choosing 'functional stupidity' in order to maintain detachment and continue receiving what they really want, which we'll discuss in the next section.

Emotional Trades

What is money? Ultimately it's whatever people will take in trade for something else. For example, you may be 'the boss' and have to encourage others to work overtime or take on additional work. How will you motivate them to accomplish this if you haven't been given additional budget? In the military, it can be rather straightforward, you can always rely on rank. However, because in the military motivation doesn't work on money, you have become adept at using various other forms for motivation. We refer to these as "Emotional Trades" because you're encouraging people to trade time and effort for an emotional benefit.

This works because people have emotional wants, and not just money wants. In other words, they often don't want money, they want what money can buy: Affirmation, Companionship, Safety, Health or Freedom, to name a few.
In fact, according to research by Dr. Douglas Ramm, in his book "The Formula For Happiness" there are 10 key emotional wants:

Meaningful material objects/Posessions are the necessities of life, as well as those tangible entities that contribute to a person's contentment and satisfaction in living.

Money is cash, credit, stocks, bonds, coupons, insurance benefits or any other object that can be used as a medium of exchange.

Affirmation is the experience of being recognized as an adequate, competent, acceptable, desirable and/or lovable human being.

Companionship/Friendship is the experience we have when we share concerns, interests and activities with people whose company we enjoy.

Intimacy Where we can share thoughts, emotions and experiences that could be embarrassing or lead to ridicule or rejection, but the other person in the relationship continues to remain affirming.

Health is the state of physical and mental well-being, which is characterized by the absence of disease, disability and pain.

A rewarding occupation is one where we enjoy the tasks involved, are competent at performing those tasks and experience a sense of accomplishment from a job well done.

Rewarding recreation is a sense of renewal obtained from an activity pursued for the mere joy or pleasure it provides and which allows us to return to the tasks of living refreshed and renewed.

Freedom is the ability to do what we want to do when we want to do it. It includes liberty as well as the ability to think freely, to express our own ideas and to initiate courses of action without the fear of prompting some unjustified verbal or physical aggression in response.

Security is physical safety as well as confidence in our ability to obtain or maintain the other nine core values.

The secret is that you can trade on any of these emotional wants, you don't need money to get the support, care, companionship or rewards you need and want. As you can see in the chart, you can offer any appropriate emotional support in exchange for what you want and need, and it doesn't depend on a position or Archetype necessarily. You can offer your boss one or more emotional supports in exchange for what you need and want. You can also offer this to other groups, teams, departments and divisions, and thus facilitate the support and money you need for your goals.

Conclusion

Application: You can assess the behaviors, personas, rules and structures to determine the predominant frames of an organization, thus assessing your ability and desire to fit in. But remember, because these components are not explicit, they act as unconscious limits on people's behavior and barriers to their success.

If you need to change an organization you can change the frame, (as per the book, "How Great Leaders Think), and/or you can change your personal influence and impact on the organization (as per the book "Seeing Yourself As Others Do). You can also set about restructuring (or creating a new structure) that supports your Frame and rules, however, this is where most leaders fail, because simply resetting the structure without also resetting the frame tends to violate the personal boundaries of others (as mentioned before) and causes them to reject the new structure, as they only see personal loss without a personal gain.   Help others to see that the benefits outweigh the 'cost' of switching frames and you'll more easily win in the workplace.