

**Describe the nature of your inquiry. Tell me a little about the context and your general concerns. The more you tell me the more detailed is my respond, but you don't have to reveal anything that you don't wish.\*:**

I run a large corporation. I am having issues with board members. A large project is in discussion and I am feeling uncomfortable about what is going on.

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**1 - Happy (Feel you are being yourself)\*:**

Self - 8H    Group- 6R    Organisation- 8R

**2 - Able (your skills and abilities)\*:**

Self - 9H    Group- 8H    Organisation- 9H

**2a - Able (allowed to express those skills and abilities)\*:**

Self - 7R    Group- 5R    Organisation- 8H

**3 - Receptive (Being aware and sensitive to the situation and feelings)\*:**

Self - 9H    Group- 5R    Organisation- 8H

**4 - Mindful (to manage the situation in a non-judgemental way)\*:**

Self - 7R    Group- 4R    Organisation- 8H

**5 - Open (letting your feelings and thoughts out to**

Self - 3R    Group- 2R    Organisation- 7H

be known)\*:

**6 - Nascent  
(that  
something  
good will come  
from this  
situation)\*:**

Self - 7H    Group- 6R    Organisation- 9R

**7 - Yes (That  
the physical  
and emotional  
environment  
makes you feel  
open and  
creative)\*:**

Self - 4R    Group- 3R    Organisation- 6R

**Contact  
Details:**

**Name:**                 John

**Email\*:**                 jreside@gmail.com

**Is there any  
other  
information  
that you would  
like to add  
before  
submitting?:**

I wonder what we are afraid of.

HARMONY Scale Assessment  
For JOHN

Dear John,

Thank you for sending me your Harmony Scale. The following is my personal assessment. There is no rigid formula and I use a certain amount of intuition. This is a guide for us both. I hope it helps you to reflect on your situation more effectively.

At the end I will make a series of suggestions that can improve your situation or take your situation to a new level. I look forward to discussing this with you further once you have had a little time to consider. If something excites you straight away please don't hesitate to contact me and we can organise a meeting.

General Assessment:

It isn't hard to see that the problem lies between your personal direction and the direction of the board. The company itself is in good shape, although you feel it is getting stuck in its current direction. This is, obviously, not good in your view. I agree with that.

We know from complexity that Rigidity needs stimulus, whereas Chaos needs some control. Either way, the situation needs something creative, something novel. It seems clear that you are the one with the innovative idea and the board is being cautious. You would be ideally correct to say that the time to take on something new is better when the company is in good shape. It is, unfortunately, very common in Western socio/economic philosophy to hold back – if it ain't broke, don't fix it.

Your Receptive 9H shows that you are very aware of what is happening and using both your observation and your empathy to try and accurately assess the situation. You feel that the board's receptivity is low and rigid. Clearly you are not being listened to. This may not mean, however, that they are not receptive. They may be very receptive, but have no interest. I suspect that there is a mixture of responsiveness across the members of the board. There is probably a voting block that is opposed to you and this makes it hard for those who may be sympathetic to give you any support.

I wonder if this has been going on for some time or whether this is something new. The company is in good shape and has only recently becoming rigid. I would say that a new project or focus was implemented several years ago. There was an initial phase of building and implementation followed by development and then consolidation. For a large company like yours that would mean a large project and probably over 5-7 several years. I therefore think that you might be surprised at their hesitancy to do something new because most of the time you have been there it has been about the new project. )There will be some important impacts from the GFC, too.)

The low scores at Yes indicate that the company is not all that people friendly. The person-centred design of the company will need some attention. What are the issues occurring in management level and at the sales/manufacturing level? If you are seeking to implement something new to make necessary improvements in staff morale, then you are probably right about the low Receptive score for the board. This is very concerning.

I believe that you have a good team at these lower levels and they need to be utilised. You don't want to lose the staff that came to the company because of the exciting nature of the new product development. The rigidity, that seems to be quite endemic, can have disastrous effects on staff morale, which means staff loyalty and retention.

Here are my recommendations, but I would like to have a meeting to get a little more depth. If I my assessment has been accurate, then I think you might want to know more, too.

Recommendations:

1. **Review of your strategy in dealing with the board.** Your idea may be great, but the board is resisting. An analysis of your strategy in getting your ideas across will provide you with alternative approaches. The Mindscience Institute can show you successful strategies of influence and decision making that can be tailored to suit your situation. The board members are all human beings. Often the power in business boardrooms is to pretend that no-one is human. No-one can truly escape their own humanness. We can utilise that.
2. **Review of the idea you are pitching.** It may be very helpful to put a human face on this project. There is, no doubt, money involved, but what do the people want. How much support do you have from the staff below in management, sales and production? What are the customers saying? Equally, what are other company's customers saying?
3. **Assessment of support on the board.** Who is dead against and who is just being cautious? You need to test the water for not only what you want, but to understand the barriers. I will help you with a strategy for conversations that will elicit the information you need and present your best 'face'.
4. **Management Motivation Assessment.** This process of interviews and group workshops is designed to elicit information about what is going on inside the minds of management. It is important for you to know just how resilient management are at this time. How much impact is the rigidity having on morale, focus and productivity? This will be very helpful in supporting your pitch to the board and your private pitch to individual members as you create your own voting block.

I suggest that this is not a time for forceful action. Wild fluctuations in the stability of your company are not wise and not necessary. This is exactly how rigidity can lead to decay and destruction. This is a time for creative stimulation. This is a time for a bit of subtlety using well understood human performance mechanisms. In some respects you could say that the overall condition of the company and the board is rigid, but your personal situation is moving into chaos. You are starting to wonder what you can do and are getting ready to try anything. Let's not be quite so volatile.

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I will contact you shortly to discuss what actions you wish to take. If you want to contact me immediately please feel free to do so.

Richard Hill

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