# Taking a step back

# Being aware of our lenses to
# organizational reality

# INTERPRETATION AND SENSE MAKING

## experiences, perceptions, speech, pictures, emotions, interaction...

## We all have unique lenses to interpret and make sense out the data we acquire

# Our lenses

World view, view of reality
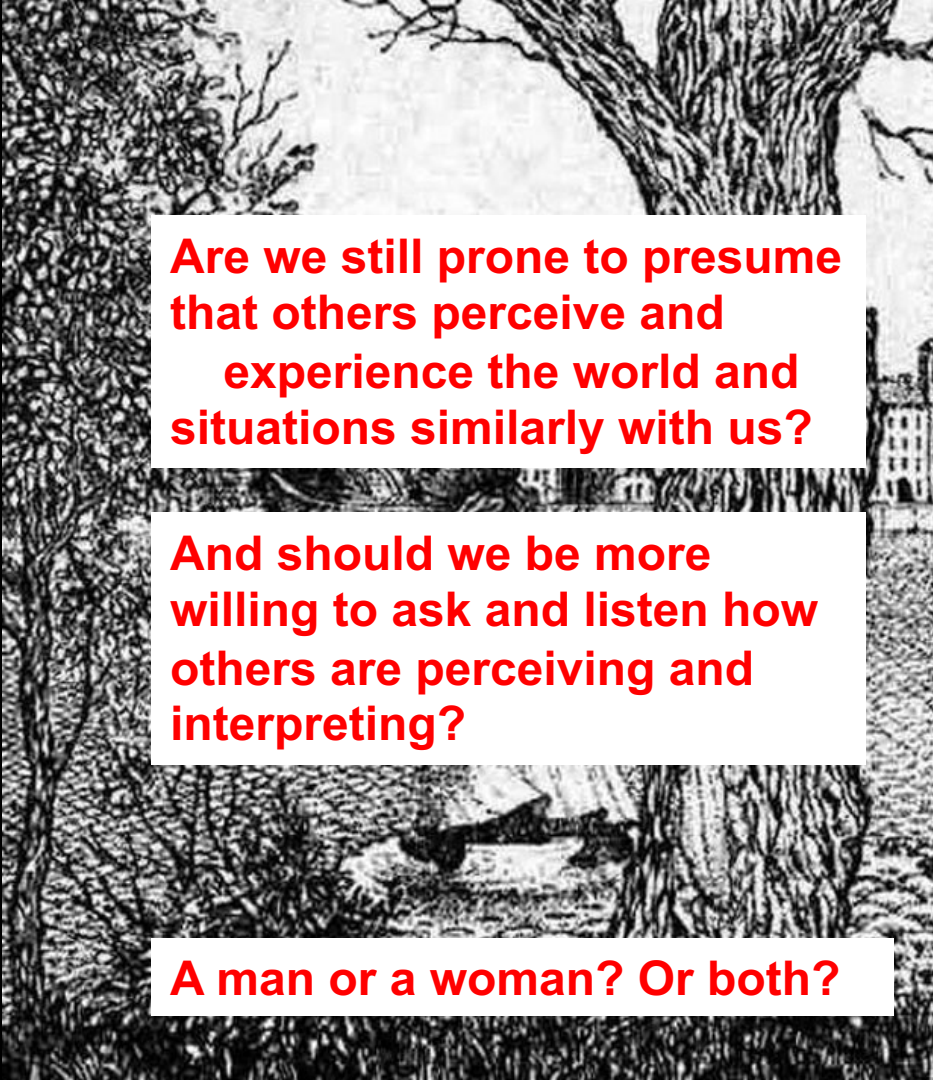
View of human nature

Personality

Personal values and ideologies

Professional background and frames

Cultural and social experiences & backgrounds

Social context and situational factors

Personal vitality and alertness

Are we still prone to presume that others perceive and experience the world and situations similarly with us?

And should we be more willing to ask and listen how others are perceiving and interpreting?

A man or a woman? Or both?



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**But,….**

**If we do not have a concept or a theory, the data does not make sense to us**
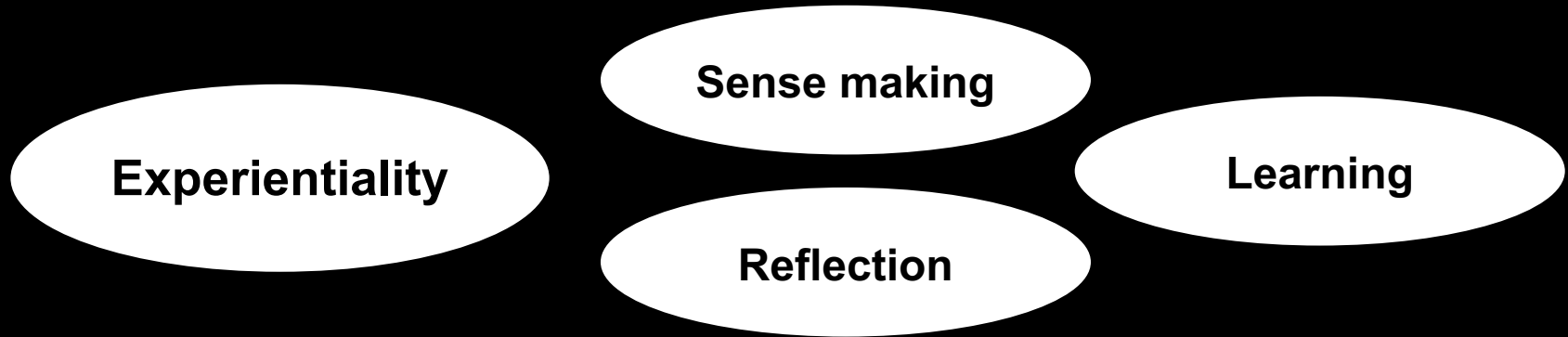
# HOW ABOUT ORGANIZATIONS?

What is our concept or theory of an organization? Or organizational reality?

What would be useful ways to understand organizations and organizational reality?
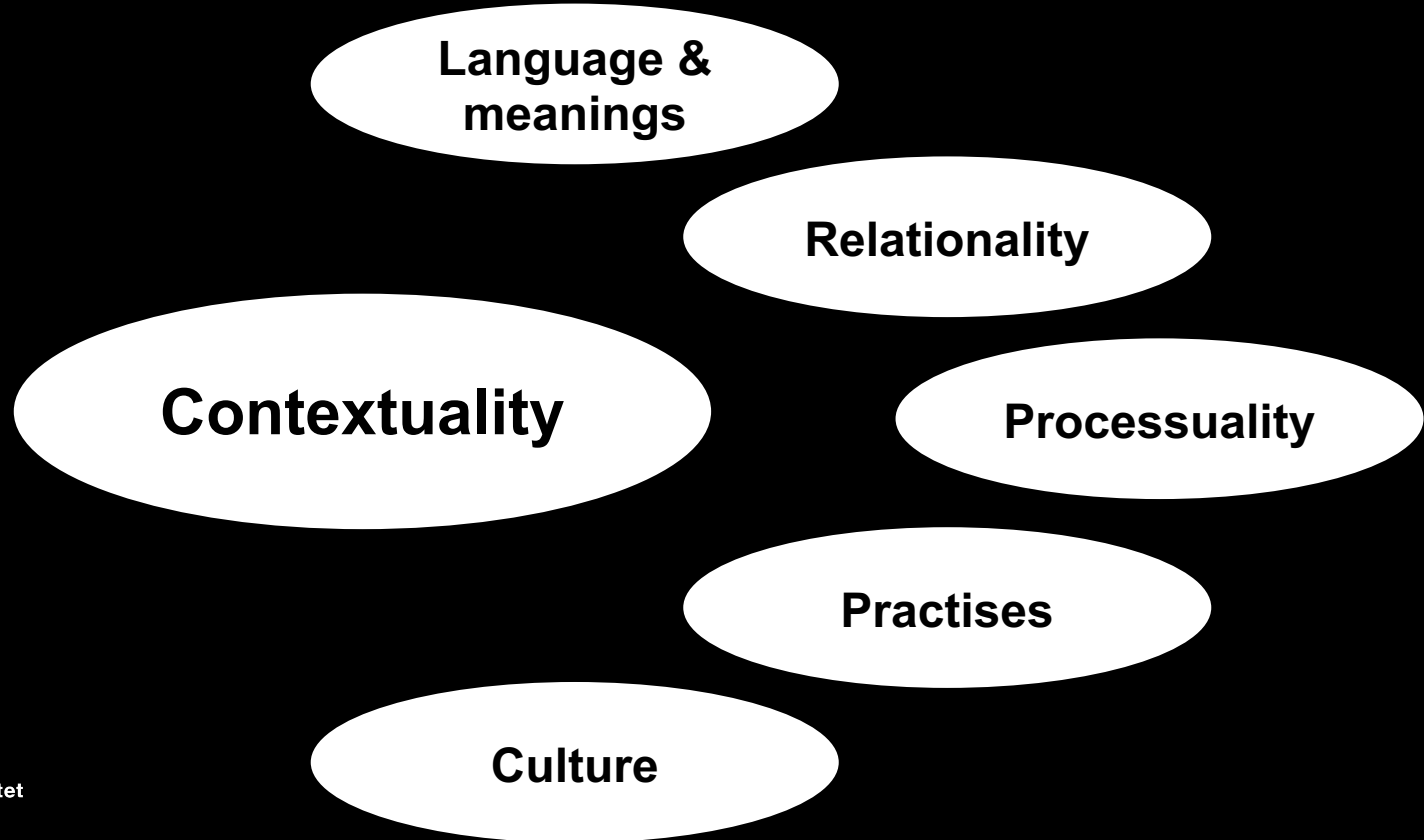
# HOW DO WE SEE ORGANIZATIONAL REALITY?

- As something that can be objectively measured, analyzed and understood from outside?

- As something that is socially constructed and maintained through mutual meaning making within?

- Or as both?

# SOME ASPECTS OF ORGANIZATIONAL REALITY

**Sense making**

**Experientiality**

**Reflection**

**Learning**

# SOME ASPECTS OF ORGANIZATIONAL REALITY

Language & meanings

Relationality

Contextuality

Processuality

Practises

Culture

# ABOUT CULTURE AND PRACTICES

- Culture and practices are <u>recursive</u> by nature – when we produce and maintain our culture and practices through our everyday activities and speech, at the same time cultural beliefs, values and expectations, and our practices "produce" us

- Culture and practices tend to become deeply routinized and implicit -> makes organizational change challenging

# BASIC PSYCHOLOGICAL NEEDS

- **Autonomy**

- **Relatedness**

- **Competence**

**(Deci & Ryan, 2000)**

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# FURTHER QUESTIONS

**Our ways to see the world frame our agency and understanding**

*– Are we scrutinizing our lenses, and basic assumptions critically enough?*

**Our practices and cultural beliefs are strongly routinized and part of our identities**

*– Can we let us experience, explore and exercise new practices in a safe and meaningful way?*

**We are more relational and interdepedant beings than we believe**

*– how can we take issues of inclusion, participation, and need of competency seriously in general, but especially in change?*