

# Organizational Character for the Future

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Dr. E. H. Schein, in a classic book, *Organizational Psychology*, has defined a psychological contract as a set of beliefs regarding the terms and conditions of a reciprocal exchange agreement between a person and another party. Until the 20<sup>th</sup> century the psychological contract between employer and employee was a frozen one, with an employee assumption that employment security would be guaranteed in exchange for loyal productivity. With the force of globalization a new psychological contract has emerged as a kind of partnership arrangement, wherein employability security, rather than employment security, is offered by employer in exchange for loyal productivity.

There are five essential conditions that any psychological contract should promote: trust, high execution, positive climate or atmosphere, high creativity and innovation and organizational self-respect.

In a very interesting research piece, one with which we are working at this very moment Thomas Q. Spitzer, *People and Their Jobs, What's Rethoric*, a core empirical argument is that in order to maintain self-respect many employees are adopting a careerist mind-set.

Careerists see their current employer a stepping-stone up the career ladder and are likely to adopt a more transactional employment relationships with their organizations. Also, they tend to avoid long term relationships, and what is exchanged has a short-term focus-the immediate rewards of pay, training, and credentials-to obtain a better job in either the current or another organization.

The Challenge here is that as job mobility decreases due to oversupply of labor, frustration may lead to cynical attitudes, which may lead to higher levels of organizational slowness correlated with fragility with ethical work culture.

Intensive, profound and actualized educational ventures plus loosely-coupled diligencies of individual career planning and community commitment as important organizational development activity. The researched aspect is that balancing the intrinsic values that appeal to low careerist professionals with instrumental values of career mobility that appeal to them in the work community are important dimensions for organizational development.

The new global, economic and social realities imply new responsibilities for employers and employees. For employees it means becoming profound partners in a business for as long as the employment relationship last. It means valuing and taking the initiative to develop skills and actively seeking ways to grow, and contribute to the organization. For the employer, it means coming through with the building block of partnership: meaningful rewards for goals achieved; relevant support for education and skill development; honest, open communication about mutual objectives; and reasonable agility and flexibility in the work environment.

The quest is for ensuring acceptable balance between sustainable employment relationships and organizational character, especially during these tough times. Individuals will have to embrace more responsibility for their own future employability through personal learning programs, professional networking, and gaining broad project experience.

The times are for engaging in organizational self-respect ventures, as taking renewed pride in the way the business is managed and people are treated. In their professional role

researchers, experts and leaders in general must take steps at strategic and tactical levels to strengthen the level and profoundness of organizational character and self-respect.

They must encourage the development of congruent action that demonstrates a reciprocal commitment to an appropriate comprehensive concern for the effective employee. The aim is to synchronize performance standards and the policies that treat people with respect.

The action researched proposition is the following: IF ORGANIZATIONS WANT TO EQUIP THEMSELVES WITH COMMITTED, VERSATILE, CREATIVE CONTINUALLY LEARNING, SUSTAINABLE WORK COMMUNITY THAT REPEATEDLY GENERATES HIGH-PERFORMANCE, THEY MUST ACT TO ATTRACT, DESERVE, KEEP THAT HIGH PERFORMANCE TALENT BANK. Our experience is that many organizations are increasingly doing just that, stressing educational and training opportunities to keep employee-skills updated and marketable.

In order to manage these very complex transition process organizational developers have to learn to facilitate emotional release by acknowledging the legitimacy of feelings, assisting in breaking organizational co-dependency habits and encouraging employees to assume responsibility for adjusting to change.

The glue that should bond the organizational learning community is the commitment to do good work which adds value to client's and customers' products, services and experiences. In a highly effective work environment personal mission should ideally be more aligned with service than with self-protection.

Oh yes, we are of the idea that people can be happy at work regardless of the difficult times. How? By embracing each day with a sense of purpose; committing intensively and

joyfully to everything that they do; presenting their best versions of themselves; believing and creating their own miracles, no matter the difficulties and the struggles; and sharing with positive people that can make a huge difference on what is going on.