The Compassionate Organization: and the people who love working for them.
Executive Summary

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Introduction

Why I wrote this book, and you should read it.

It is the culmination of my 25 years of work teaching as an Adjunct Professor at eight Colleges and Universities, giving talks at 50+ academic institutions on careers and workplace issues, consulting with 250 organizations like PNC Bank, Goldman Sachs, JNJ, Calvin Klein, State CPA Societies, SHRM, National Assn Women Biz Owners, etc. I have also spoken to 15,000 folks on the state of today's job market, and organizations that successfully transform from good to great by building powerful workplace cultures that build teams built with five generations of American worker (Matures, Boomers, Generation Xers, Millennials, and Gen Z.)

The topics I address in my book have nearly universal appeal, especially to those dedicated to Talent Acquisition/Management, Human Capital Development, Human Resources and really anyone dedicated to cultivating leaders, and building an engaged and empowered employee workforce. In the book, I address issues faced by organizations when building a diverse and inclusive workplace to attract Millennials and Generation Z, the importance of understanding differences between workers from these generations, and the critical importance of unleashing employee untapped potential for lasting competitive advantage.

The organizational behavior times, they are a changing.

In the past, employees went to work with organizations in an implicit arrangement that they would provide their skills for pay. If they performed well, they would be rewarded with a modicum of job security. Those days of one employer per career are long gone. In today's "contract" economy, workers change jobs between eight to ten times by the time they are 35.

The Mature workers and Baby Boomers who first introduced the American workplace to mass layoffs in the 1980s when they were in their 30s and 40s are now leaving the workplace in the tens of thousands every day.

This mass exodus of the Mature workforce and Baby Boomers coincides with Millennial workers taking over roles of increasing importance within organizations. The sheer number of Millennials now entering the workforce will fill the void being left by the Matures and Boomers. Estimates are Millennials will constitute 75-80% of the American workforce by 2020. Organizations are "flattening out" as they cast off layers of middle management.

With this huge transfer in the balance of power from older to younger American workers, Millennials bring with them into the workplace a new set of organizational values, beliefs about work, and a set of ethics and beliefs about appropriate organizational behavior having witnessed first-hand what happened to their parents and grandparents during the great American Recession of 2007-2009.

Millennials demand that the organizations they work for share their values, practice probity or the possession of a moral compass, must care for the environment (sustainability's explosive growth is a manifestation of Millennial desires to defend the planet).

Further, Millennials want their ideas to not only be solicited by the organizations they commit to, but also implemented. They want their work to have meaning and they want to make an IMPACT, and they don't want to have to wait years "putting in their time" before they can make a difference. They seek out those organizations that offer them the most meaningful of work-life balance options.

Goodbye 20th Century command-control organizations. Gone is the Corporation whose sole purpose for existence is the pursuit of profit at all costs. Welcome to the new "compassionate organization" that is required for lasting competitive success in the 21st Century. And while it may take global banks, financial institutions, petroleum companies, gun manufacturers, tobacco companies, and other less than ethically focused institutions time to discover this phenomenon, the landscape is changing quickly.

Given trends like global competition, social media, the sharing economy, a pervasive "war" for top talent, sustainability, rapid idea diffusion through the Web, virtual reality, augmented reality, artificial intelligence, and the near constant rate of technological innovation the old ways of focusing on maximizing profit and treating employees like assets akin to photocopiers with limbs no longer serves as a viable lasting competitive business model.

Many of the foundational underpinnings of this kinder, more caring organization have been in place for some time. Compassionate organizations can be identified by the type of flexible work arrangements they offer their employees, allow people to work where and when they feel they are most productive, give them time off to solve their organization's problems, come up with innovative new products and services, solve problems.

These compassionate organizations are re-aligning their organizations by removing 20th Century pyramid-shaped command and control organizations in favor of leaner, less hierarchical flatter organizations with self-directed/self-managed work teams in lieu of traditional management structures that encourage their people to pursue outside interests and achieve self-actualization through community engagement, volunteer work and giving back to their communities.

Need examples? Following is merely a short list of compassionate organizations who comprise an enlightened employer 'Hall of Fame':

- Patagonia
- Kind
- Whole Foods
- DuPont
- Gore
- UPS

Need proof that there is a growing global trend afoot as for-profit companies shift their focus from pure profit maximization to more ethical organizations?

The **Ethisphere Institute** (www.ethisphere.com) has been researching the financial performance of ethical organizations for over a decade now. Their research has uncovered an amazing phenomenon. Organizations that perform the most "ethically" consistently outperform financially their less ethical competitors across all industries and countries of the world.

Think this is a fluke? Think again! Compassionate organizations are ideally focused on unleashing their people's untapped potential for lasting competitive advantage.

Read on to discover the true power being unleashed in today's compassionate organization.

Ethan,

Business Transformation Coach and Culture Creator. New York City, NY

Emotional Intelligence

At the heart of the compassionate organization is a relatively new emphasis on employees possessing Emotional Intelligence (EI) as a cornerstone skill. Let's begin with a working definition of EI:

Emotional intelligence is an absolutely critical skill that people require in order to function well in their personal lives as well as the organizations they work in. It is the ability to identify and manage your own emotions and the emotions of others. It is generally said to include three key skills:

1. Emotional awareness, including the ability to identify your own emotions and those of others;

2. The ability to harness emotions and apply them to tasks like thinking and problems solving;

3. The ability to manage emotions, including the ability to regulate your own emotions, and the ability to cheer up or calm down another person.

[**SOURCE**: www.psychologytoday.com/basics/emotional-intelligence]

There are four stages of EI that need to be achieved in sequential order, for the individual to become emotionally intelligent. These four stages are:

1. **Self-Awareness**: Requires that you are aware of your feelings and emotions. It's a way of asking "How am I doing?"

2. **Self-Management**: Once you identify your emotions, self-management entails beginning to control your emotions.

3. **Social Awareness**: Be aware of the people around you. Ask how others are doing.

4. **Social Management**: Begin to effectively manage/control relationships by being more in tuen with others' feelings.

EI is a person's ability to:

- Perceive emotions in themselves and in others.

- Understand the meaning of these emotions.

- Regulate one's emotions.

Considerations when assessing EI as a field of study to implement within one's organization:

- There is a high correlation between possessing a high level of empathy and achieving job/career success.

- Organizations are beginning to use EI with greater frequency in their hiring processes.

EMOTIONAL REGULATION

Emotional Regulation is the ability that individuals possess to:

- Identify and modify the emotions you feel.

- *Surface acting*: putting on a face.

- Venting: open displays of emotion.

- People in good moods make better decisions, are more creative, and help in motivation.

- Emotional states affect employee levels of customer service.

- Negative feelings lead to higher likelihood of deviant workplace behaviors.

- Increasing use of "happiness" coaches in organizations like AmEx, UBS, and KPMG.

RELYING ON PERSONALITY AND VALUES

Personality is defined as:

> **"The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment."** - *Gordon Alport*

Some excellent personality assessment tools are:

PERSONALITY ASSESSMENT TOOLS

- Small Business Administration website:
  www.sba.gov/starting_business/startup/areyouready.html

- *Change Style Indicator* by Discovery Learning shows you how receptive you are to change.

- Personality type/career assessment tests:

  - Myers Briggs Type Indicator (MBTI)

  - MAPP Career Test – www.assessment.com

  - The 16 personality types - www.personalitypage.com/high-level.html

  - Keirsey Assessment

  - Birkman Method

  - DISC tool (for assessing **SALES** professionals)

The Myers Briggs 16 Personality Dynamics

- Extraverted (**E**) vs. Introverted (**I**)

  Es are outgoing and sociable; **Is** are quiet and shy.

- Sensing (**S**) vs. Intuitive (**N**)

  S are practical and prefer order and structure over chaos and undefined roles, situations. **N** look at/see the big picture and tend to gloss over details.

- Thinking (**T**) vs. Feeling (**F**)

  T apply logic to problem-solving. **F** rely on their own personal values and emotions to guide their decision-making.

- Judging (**J**) vs. Perceiving (**P**)

  J value control over situations and prefer order. **P** are flexible and spontaneous, and tend to perform well in undefined roles and uncertain circumstances.

  INTJ are visionaries who possess original minds and great drive.

THE "BIG 5" PERSONALITY THEORY

There are five primary personality traits that employees bring to their organizations. Those five traits are:

- **Extraversion**: How comfortable we are with forging and maintaining relationships. With more and more work completed in ad-hoc groups that form within organizations on specific projects, a key measure of success is the ability to lead and/or participate in Teams across the organization, not just within one's own Functional area (Marketing, Sales, HR, etc.)

- **Agreeableness**: How warm and trusting are you? To go along, you have to GET along. Are you someone that others can work for and with constructive, productive work relationships? Being technically proficient (good at your job) is no longer good enough.

- **Conscientiousness**: Responsible, dependable, organized and persistent. Your focus on work. Are you someone that can be trusted to get things done?

- **Emotional stability**: The ability to withstand the often significant stress that comes from dealing with challenging work-life balance. Achieving stability begins with the mature outlook that there is NO such thing as balancing the conflicting demands placed on us by family, friends, peer, the work we are tasked with completing. When faced with the challenge of prioritizing the two worlds of work and home, it is critically important that we are doing work we love that fulfills the soul and spirit.

- **Openness to experiences**: Do you possess a range of interests and a fascination with novelty. Given the uncertain times we live in, those individuals that embrace new opportunities for chances to learn and grow are often better suited to contribute in meaningful ways to the organizations they commit to.

BEWARE OF THE DARK TRIAD

In the Dark Triad, there are three primary personality tendencies that showcase the dark side of human behavior and can lead to significant organizational challenges. These three deviant behaviors are: Machiavellianism, Narcissism, and Psychopathy.

Machiavellianism

- **Pragmatic**: demands that individuals maintain their emotional distance from others. Such behavior is justified by individuals who subscribe to the belief that in behaving a certain way: "The end justifies the means."

- This behavior is predicated on a constant pursuit of power.

- People who practice such behavior are likely to relish manipulating others in order to "win MORE" and as such tend to be extremely persuasive.

- Demands that such individuals act aggressively.

- Individuals who behave this way are much more likely to engage in counterproductive workplace behavior.

Narcissism

People who are classified as narcissists are self-centered, have an extremely high sense of their own self-worth, or a grandiose sense of their self-importance. They require excessive admiration from others which manifests in the workplace as a need for constant validation of their work and recognition.

Such individuals tend to be more charismatic than others, and taken to the extreme have a high sense of entitlement. The truly believe that they are owed and can/will lash out if they do not receive the perceived rewards they feel they are entitled to.

In summary, such individuals must be "LOVED."

Psychopathy

Psychopathy entails a lack of concern for other people. People who exhibit this trait lack of guilt/remorse when their actions cause harm. There is inconclusive research about psychopathy and its impact on job performance. From a managerial perspective, this behavior can be related to the use of hard influence tactics (threats and manipulation.)


ORGANIZATIONAL IMPERATIVE FOR VALUES

Understanding important terms:

- **Affect**: Broad range of feelings that people experience. Can be experienced as emotions or moods.

- **Emotions**: Intense feelings directed at someone or something.

- **Moods**: Less intense than emotions, often arise without a specific event acting as a trigger.

- **The Structure of Mood**: Positive vs. Negative Affect.

THE FUNCTION OF EMOTIONS

- Do emotions make us irrational? Recent research says showing emotions makes us MORE rational.

- Do emotions make us ethical?

- Our beliefs are formed by the groups (both social and professional) that we belong to.

- Are women too emotional to lead?

Abraham Maslow's Hierarchy of Needs Within the Organization
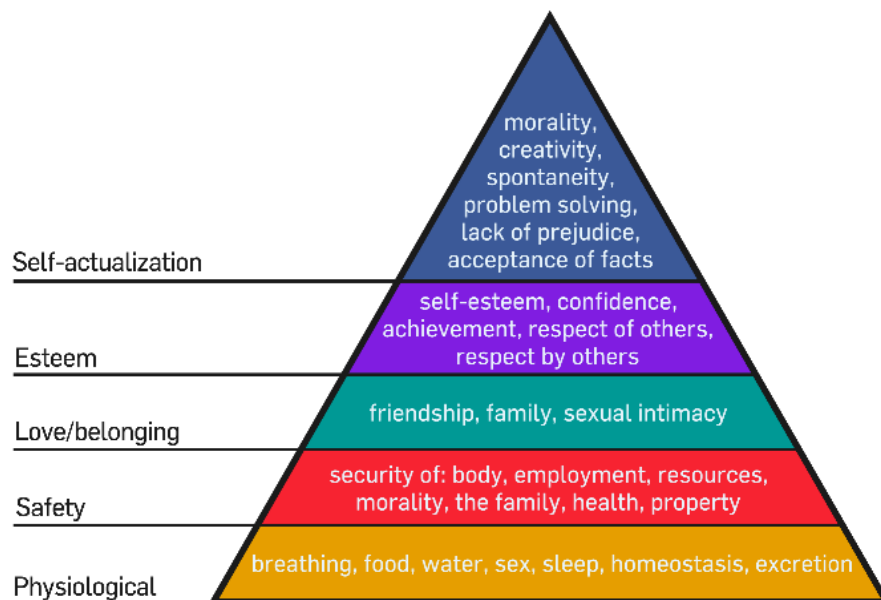
With respect to the hierarchy of needs, it is often instructive to consider what the benefits are that organizations (especially compassionate organizations) can and do deliver to their employees. Some of the key benefits that people derive by working in organizations include:

- A sense of belonging.

- Shared values and beliefs.

- Sense of purpose (their work has meaning) and accomplishment.

- A livelihood.

- Career mobility.

Compassionate organizations tend to place great emphasis on building a strong reputational brand through its informal culture through which they can promote their causes, ethics, and sense of purpose in terms of their contributions to the world they perform in.

EMOTIONAL LABOR

- Employee expression of organizationally desired emotions during interpersonal transactions at work.

- Emotional dissonance: "**Faking it**." Having to show one emotion, but feeling another.

- Match your personality and values to the values of your organization's **informal** culture.

AFFECTIVE EVENTS THEORY

- Employees react emotionally to things that happen to them at work.

- Their reactions influence their job performance and satisfaction.

- Work events trigger positive and negative emotional reactions.

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