

Title: A <**MAZE**> Model Affinity Zone Exploration Proposition

Summary:

A <**MAZE**> initiative would promote several main purposes. It would address the cacophony of ways to orchestrate high level understandings for management practice. It would provide a means to acknowledge intriguing realizations emerging in other fields of endeavor, especially the arts and sciences. It would facilitate crossover or hybrid solutions.

Problem:

The core issue revolves around the proliferation of depictions covering the various characteristic features of business enterprise endeavors. Having some kind of comprehensive overview has become an imperative, especially in recognition of rapidly changing contemporary contingencies.

Many people will remember the **7-S Model**, as fabricated by Tom Peters and Bob Waterman, with *In Search of Excellence* going back to 1982. Can anyone recite all of the seven qualities from memory? These are: *Style*, *Staff*, *Skills*, Systems, Structure, Strategy, and Shared Values (or Superordinate Goals). The italics are soft, while the underlines are hard.

Perhaps one of the most essential variations maybe the recent **5-A Model**, as compiled by McKinsey consultants, Colin Price and Scott Keller, with *Beyond Performance* (2011). Here the qualities are: Aspire, Assess, Architect, Act, and Advance, where each is to be considered both from an immediate Performance view as well as a long-term Health view. An Organizational Health Index survey instrument has been developed to help instantiate the benefits of the methodology. The emphasis is directed toward organizational transformation, particularly approaching large scale enterprises.

[Above & Beyond the Usual Business](#)

The Power of Pull (2010) was published through the auspices of The Deloitte Center for the Edge, by John Hagel, John Seely Brown and Lang Davison. Here the protagonist becomes the singular, aware and inspired individual person, rather than the big institution. But there are implications all around going many diverse directions. Three initial levels of the **Pull Model** are described as Assessing, Attracting, and Achieving. Three dimensions are described as Trajectory, Leverage, and Pace. Then eventually a Shaping View and a Shaping Platform emerge also as requisite preconditions, as the exposition becomes unfolded.

[Welcome to Pull Zone](#)

Chris Grams, with the New Kind group, produced *The Ad-Free Brand* (2011), just a few years ago. The intention is to provide a practical, instructional resource, rather than a high-level conceptual rendition. Along with a general emphasis on simple, understandable tips, tricks, tools, and techniques, a method similar to Design Thinking is covered in detail. The **Ad-Free Model** evaluation stages are Define, Research, Ideate, Prototype, Choose, Implement, and Learn. Special recognition is directed toward recommendations about teamwork collaboration from the IDEO design firm, especially Tim Brown and Tom Kelly.

[This Brand is For You](#)

A <MAZE> editorial interlude may be asserted here. There are a lot of business management books, which present individualistic lists and frameworks and terminologies. This can be wild-wild west, where anything goes. Sometimes certain experts gain a degree of notoriety. Then something else comes along. One alternate is to suggest a cross reference against other relevant, established fields of knowledge, like psychology. A more comprehensive way may be possible, in realizing areas of authentic, consolidated agreement.

The Change Management team with Microsoft gave an intriguing, live presentation at the Association of Change Management Professionals (ACMP) conference in Los Angeles in May, 2013. The logical phases of MS **CM Model** in standing up an actual, ongoing program have come to be: Framework, Project Assessment & Reporting, Resource Recommendation, Checklist/Template, Heat Map, Business Change List and Training Workshop. At just a first impression, without further explanation, the emphasis moves from the intended vision to the planning to the logistics and to the execution. The progression appears to agree with the four qualitative categories from the McKinsey approach: Aspire, Assess, Architect, and Act. The Advance category becomes a balanced combination of the previous four. The Business Readiness experts at Microsoft are Whitney Ferguson and Karen Miller.

Those are five representative examples. There are many, many more **Models** out there. Please feel free to contribute additional instances in the comments section, if you like.

Solution:

‘Leadership Everywhere’ implies that authentic, personal competences can be seen and shared appropriately, in keeping with the best possible, most meaningful outcomes and objectives.

It is fine to establish programs that intend to facilitate improvements over time, which complement or support whatever is happening currently. Any change intentions need to extend across a range of categorically different kinds of activities and understandings. A <MAZE> quandary arises because this is not necessarily easy to do, even if good intentions are there. It is by no means as simple as noticing that something is missing and going out to find more of that other something, whatever it is. Conflicts, denials, and unsuitable compromises are most likely to be getting in the way.

The field of Depth Psychology has come forward to a place where it is possible to assert useful categorical agreements, which can be more fully in keeping with the actual array of competencies and capabilities which people do possess, each as a unique individual. A <MAZE> quandary arises because such mature realizations are in form, but the packaging or the depiction to make these readily recognizable needs yet to be invented. So there is an opportunity for creativity and innovation. (Breathe Deep, Now.)

Four main, intrinsic psychological capacities, which are recognized through Depth Psychology, are known as Intuition, Feeling, Thinking and Sensation functions. And, each function may be characterized by an internally inspired Introverted attitude or an externally driven Extraverted attitude. The resulting configurations display consistent, well-known qualities. Intuition and Sensation are commonly shown at opposite positions along a linear spectrum conveying non-rational, perceiving preferences. Feeling and Thinking are shown at opposite positions along a different linear spectrum conveying rational, judging preferences. These are respectfully opposing formations. In personal terms, one singular possibility along either a non-rational or rational spectrum is usually the most highly articulated, most highly conscious and most highly differentiated. Then, the opposing possibility will usually be more remote, more unconscious and more a source of anxiety, dependency or confusion. There is a good deal of professional psychological literature describing these dynamics.

Returning to the McKinsey **5-A Model**, for example, the same kind of psychological understandings would appear to be reflected also through the Five Frames of Performance and Health. “The Five Frames approach is not just for organizations facing tough times, or needing a turnaround; it can also help you move from good to great, or make a great organization better still.” (BP P.220) Aspiration is ultimately related to Intuition. Assessing can be related to Feeling. Architecting, in this context, can be related to Thinking. And, Acting can be related to Sensation. Finally, Advancing embodies and enforces the entire logical construction. From a collective, organizational or group sensibility, an internally inspired prerogative may be comparable to Health, in this context. An externally driven prerogative may be comparable to Performance, in this context. “So strong is the relationship between Performance and Health that we’re confident it can’t have come about by chance.” (BP P. 6) Extraversion is dependent upon outside affiliations. Introversion permits withdrawal from particular external engagements, in an ideal mode, in a manner that would permit exchangeability or interchangeability.

Looking back at the New Kind **Ad-Free Model**, for example, Define relates to Extraverted Sensation, Research relates to extraverted thinking, Ideate (on alternatives) relates to extraverted feeling, and prototype relates to both Extraverted Intuition/introverted Intuition. These functionalities all generally involve taking in different external observances. The Prototype step has a combinational dimension. Next, Choose relates to Introverted Feeling, Implement relates to Introverted Thinking, and using relates to Introverted Sensation. These functionalities all generally involve putting out tangible internally determined preferences.

If these correlations may have any validity, then a whole realm of observations about challenges and opportunities can be brought to bear on the situation. (Breathe Out, Now.)

As it is, the business improvement models usually just represent circumstance without necessarily consigning authentic personal competencies in relation to the ideals and principles. 'Leadership Everywhere' implies an impulse to recognize leadership wherever it stands, rightfully so, apart from any political or hierarchical determinations. A <MAZE> Model Affinity Zone Exploration initiative would operate in this territory.

Practical Impact:

An obvious first order impulse would be directed toward the practices of business advisory professionals; including established consulting organizations, independent professionals, and academic business scholars. Recognition of greater commonalities could accelerate the availability and awareness of integrated intervention understandings.

Conversely, there are specific institutions where an advanced acceptance of legitimate cognitive diversity can already be displayed. There are business organizations where existing leadership is already capable of openly operating in a more fully integrated manner. High levels of integrative awareness can also be seen at places where barrier breaking research is being explored deliberately by scientists in a rigorous and disciplined manner. Considered appreciations can be active with respect to all kinds of artistic enterprises, at times even including popular and commercially successful expressions, if one is willing to look and listen carefully.

An arena to advocate open appreciation would encourage greater participation. Perhaps A<MAZE> Carnevale could even be an occasional recurring thing.

While it would be possible to recite more granular, pragmatic potentialities at a company level, the effects of an intelligently integrated program of performance and behavior are to be found most incrementally in many small ways across many different areas of application. In effect, the many aggregated small agreements in actual alignment become more convincing than any singular large impression. Something, which may not at first impulse seem to be impressively impactful, can actually prove out to be exceptionally enduring and valuable and beneficial.

Inclusion of a psychological component, for the business management narrative discourse, inherently encourages more open discussion about ethics and integrity, which might be somewhat neglected or dismissed otherwise. This could potentially be more significant than other impulses, which are to be more conventionally expected. Clearly, the not too distant difficult financial circumstances have brought about renewed claims regarding the necessity of better attentiveness toward ethics and integrity. Consensus is lacking about what to do to make conditions permanently better.

An ultimate justification for admitting A<MAZE> impulse would be directed toward the manner in which greater commonalities can both authenticate and augment existing kinds of business improvement approaches and practices.

Challenges:

Typically there will always be defensiveness and reluctance. Resistance, inertia and intransigence are readily anticipated.

For the recognized and established consulting organization, there is a need to convey a reputation for providing unique insights. There is a need to reinforce a perception of competitive differentiation. Carefully developed proprietary methods do deserve proper respect.

For the psychological provider community, there is a primary focus on furnishing individualistic, therapeutic treatment, apart from any social or cultural applications. The jargon of psychology can seem vague and scientifically unsubstantiated to skeptical observers. There are many different directions and approaches, and not all of these are suitable.

Of the areas of inquiry associated with Depth Psychology, in particular, some approaches are less amenable than others. The integrative work of Dr. John Beebe has been directed toward including personal preferential typologies and characteristic group dynamics, as well as emotional or imaginative visualizations. "Integrity implies an ecological sense of harmony and interdependence of all parts of a whole, a felt sense of the entirety of any situation. This ecological consciousness provides integrity with its moral power in relating inner self to outer contingency." (Integrity in Depth P. 32) Here would be found a potentially ideal, natural sympathy with various factors intrinsic with business brand identities and marketing messages, as well as fundamental strategic communications.

For the creative community, the efforts of Dana Gioia, as an accomplished business manager, a successful government administrator, as well as a creative advocate, writer and commentator, suggest a means to envision clear social advantages through serious commitment and responsible advocacy.

For the business leadership community, awareness of success in a few places can broadcast convincingly, whenever solid and convincing tangible instances can be demonstrated.

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It may be observed that the motivations provided by a psychological outlook can overcome cultural, racial, and ethnic boundaries more substantially than with just basic, raw, explicit business activities.

Special initiatives with a high possibility of benefit are conceivable, in suggesting logical places to begin. The think and do attitude of Rocky Mountain Institute about furthering Natural Capitalism in Asia, in keeping with ancient, long standing traditions, deserves notice.

First Steps:

‘Leadership Everywhere’ implies an impulse to recognize leadership wherever it stands, rightfully so, apart from any political or hierarchical determinations. A <MAZE> Model Affinity Zone Exploration initiative would operate in this territory. **Current and long standing realizations offered from the area of Depth Psychology can make for advanced appreciation of core affinities, encouragement for true cognitive diversity, and positive grounding for agreement.**

Here are a few ways to open up room to play.

Notice anomalies. These are those sidewise observations that somehow seem not completely usual, not typical, not to be expected. On reflection certain situations seem humorous or oddly timed under the circumstances, even concerning very small or apparently trivial details.

Notice apparent dislocations or contradictions. There can be outright conflict between stated words and accompanying images, even in supposedly well-polished corporate statements of purpose. Literal messages and underlying signals just don’t agree.

Notice automated dismissives. These can be responses that are too quick, too abrupt, too loud, too one-sided, or too insistent – disguising more actual defenses against legitimate differences. Be suspicious of group-thinking.

Be wary of affectedness. Even though someone in authority makes certain claims or engages in conduct in a purely individualistic fashion, no one else should be made to feel forced to protect that tendency if it just doesn’t seem right. Honor uneasiness.

Paying particular attention and permitting particular reflection can begin to generate a momentum for motivation, as a legitimate opportunity eventually becomes presented. The dynamics of circumstances can perform on a personal level, on a share social level, and on an extended global level. Basic honesty and sincerity transmit well, even bypassing other contingencies when the time comes to be correct.

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