

Knowledge for a Vital Organization

The relationship between **Mental Resignation® and **Mental Power®** and the interaction in the field of tension between Organization Behavior & Personal Behavior.**

The terms are used are explained below the bottom of this document.

In the 18 years of its existence, United Sense in Soest (The Netherlands) developed all the know-how to (re)empower organizations by exposing their emotional ability to explain what drives and inhibits organizations. Hans Visser then came as former organization analyst to the discovery that organization advisers dared not go to look further and act beyond what works mentally, concrete and visible. He came to this discovery by depth interviews he did with entrepreneurs, managers, directors, managers and employees of organizations and companies.

It became visible that many organizations and companies were caught in collective impotence in respect of more emotional conditions in business affairs since then - and certainly even today - a taboo was impeccable. And that is very strange because all the organizations now desire 'passion' of all employees in Company and consider passive behavior as a great loss of potential productivity.

When it was clear that once and he saw that organizational advice was afraid to go deeper into this heart of the matter, he started United Sense to balance ratio & emotional feeling in organizations. In order to stress to be distinguished from the constraints of 'the organization advisor' he called himself 'organisatievitaliser©' and mention his work in organizations: 'Vitalising Organizations©'.

In that role he identified the more emotion-driven, inhibiting ability of organizations. It was followed by the knowledge that he has described in www.unitedsense.nl/usoud.

Then he developed the name and content of 'Mental Resignation®' and has devised a framework to that content and data to inhibit this phenomenon on agendas of organizations.

In the course of his investigations into the unused power of organizations, he discovered that this individual Mental Resignation could become a collective phenomenon as this was not given enough attention in the relevant organizations.

It was followed by the knowledge that led to the concept of 'Collective Mental Resignation®' in organizations. Investigations showed that this phenomenon, invisible in organizations, can exist in a size between 10% and sometimes even 45%. The greater an organization is and the more it is based on information and the more political behavior is present the amount of this phenomenon increased. It is 3 to 8 times greater than absenteeism (as such because of sickness) and is 3 times more expensive than absenteeism. The phenomenon is in organizations responsible for loss of power, vitality and energy.

As it became clear that this phenomenon also was 'the nursery of the well known absenteeism' United Sense has made many attempts to interest Health Services for this phenomenon. These organizations were sitting by that time in a comfortable chair backed-up with the legal obligation that each organization positioned in the market had to do business with them. They were selling "prevention" but could give no content and effective solutions for it.

Ultimately, United Sense stopped to put further effort in this proposed cooperation and continued the developments on these subject themselves.

To find and apply the most effective methods to deal and solve these phenomena adequately United Sense has finally - after many struggles – developed the most effective method. This is respectively 'Mental Ability® and Collective Mental Ability®. That makes it possible to Vitalize organizations and start this up based on a clean foundation with all the necessary participation in all levels of the organization hierarchy.

In this work it became clear that many mental pollution should be cleaned up before you could speak really from revitalizing organizations. Therefore United Sense developed "The Mental Clean-up of organizations™."

With this operation the interaction between the Organization Behavior & Personal behavior can be made healthy again. Because in that interaction the difference developed between a Mental Clean or a Mental Poor organization.

Previous knowledge is brought into the several internet websites together at:

1. <http://www.unitedsense.nl/usoud> : Emotion Management.
2. <http://www.mentaalverzuim.nl> : Mental Resignation and Mental Collective Resignation.
3. <http://www.mentaalvermogen.nl> : How to unlock the unused capacity in organizations.
4. <http://www.unitedsense.nl> : The knowledge of these 3 websites place in a convenient, coherent structure.

This last, most recent site, gives all the necessary information for organizations that are interested in the revitalization of their own organization, and like to do '*a journey of discovery into the unused power of their organization*'.

The knowledge on the sites 1, 2 and 3 are brought together as: **The Dutch and Flemish Center for Mental Resignation, Emotion Management and Mental Ability™.**

Knowledge developed and given new meaning by United Sense
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Mental

Mental indicates the mutual relationship between feeling, thinking and acting. It is the way in which people deal with their psychic (spiritual) capacities and the way in which they use them under particular circumstances and in particular situations.

Mental is actually 'a language' which cannot be expressed in words, but is given expression in deeds. A language comparable to *software* driving *hardware*. One that does not consist of words, but is the motor that powers our day-to-day deeds and omissions. Mental is human software, made from the interaction between our feelings and our thinking. A soft language that we translate into hard. One that consists of thoughts and images that give us a (prior) representation (a **Mindset**) of the attitude and behaviour we (will) adopt under particular circumstances. Mental is thinking power influenced by feeling that drives our action potential. If we speak of 'human capital', this is meant 'as the software' for it. Circumstances determine the extent to which this can yield capital.

If the interaction between feeling, thinking and acting is able to occur without hindrance, people's **Mental Capacity** can be expressed. Everything that – consciously or unconsciously – is missing in this is **Mental Resignation**.

www.mentaalverzuim.nl and www.unitedsense.nl

Mental Resignation®

Mental Resignation is a phenomenon in which, though the employee is present at work, his head is elsewhere. A 'forget it' kind of thinking, letting go and quitting, as if you are no longer being heard. Saying 'yes' and doing 'no'. Not because of not wanting to but generally because it is made impossible for you. Because of your own inhibiting thoughts and/or because of circumstances that are uninviting. A kind of spiritual walking away from that which people should be capable of if they were able to operate from their heart and their strength in stimulating circumstances.

It is unused **Mental Capacity** that is lost in the area of tension between **organisational behaviour** and personal behaviour. A self-protecting mechanism, generally working in an unconscious manner, used by people when attempting to safeguard themselves against an excessive loss of energy. It starts off with restlessness, dissatisfaction, insecurity and turns into impotence if no hold can be gained on the causes. From there it becomes the undesired failure to do what is expected of you or what you have been hired for. Tasks, responsibilities and agreements are no longer met according to what has been agreed, and involvement and preparedness to work are reduced.

Mental Resignation in organisations works like a virus that affects the collective, the mutual exchange of information and the quality of the communication. Untreated Mental Resignation

in individual employees gives colleagues the legitimacy to adjust their efforts down to the level of **Collective Mental Resignation®**.

Causing major financial damage to the enterprise. There is three to eight times as much Mental Resignation in organisations as there is absenteeism through sickness. Thus it is a serious and avoidable source of damage because the people affected are less productive with one another than they are capable of, make more mistakes, fail to live up to their promises, with the result that many unnecessary delays are caused and a great deal of work must be repeated. The damage to the organisation's image and the loss of turnover in consequence of this phenomenon are not even taken into account, if we suggest that the phenomenon costs three times as much as absenteeism through sickness.

Research shows that employers find approximately 10% of Mental Resignation acceptable when compensated by an interim restoration of effort, in addition to something like 10% of the employee's personal time.

Everything exceeding this can be regained with a **Mental Clean-up** of the organisation. This is a process that removes impeding mechanisms, inhibits old pain and disturbed relationships and provides new energy.

www.mentaalverzuim.nl and www.unitedsense.nl

Organisational Behaviour©

Organisational Behaviour consists of the expressions of the collectively created behaviour of 'the organisation'. Here we mean the way in which an organisation manifests itself internally and externally as dominant 'anonymous entity' in its contacts with all its stakeholders. It is the collective '*product*' of what the various stakeholders show in their mutual interactions with/towards/on one another (1), on the market (2) and on society (3), in that order. All the stakeholders together thus produce the organisational behaviour that can go on to lead a life of its own in such a way that the individuals working therein fit themselves into its behaviour.

Mindset

A **Mindset** is a prior attitude, a kind of prior programming set by ourselves. A frame of reference set by the individual, the frame within which the individuals themselves determine the significance of and the motives underlying their imaginings, convictions and other pre-settings. A Mindset is used more unconsciously than consciously to detect, select, interpret according either to a single signal or to a complex of composite signals (situation/circumstances).

'Psychological'

‘Psychological’ is the collection of people’s spiritual capacities. Psychology consists of many specialisms. If people hear that they are suffering from something psychological they are shocked. They then have an image of something that is wrong with them and over which they themselves think they have no power. Something that overcomes them, that makes them mentally ‘sick’ and that ‘delivers them into the hands’ of people who then go and ‘mess around’ in their mind. The somewhat older generation in particular has a mental resistance to everything that has to do with the psyche.

Collective Mental Resignation®

Individual Mental Resignation becomes collective if not recognised in time and given attention.

Collective Mental Resignation occurs when individual Mental Resignation is given insufficient timely attention directed at its causes and in a manner clearly perceived by others. When untreated, individual Mental Resignation then goes to work as a destructive virus, affecting others in the vicinity. At that point, people who under normal circumstances apply themselves with heart and soul to the task in hand start to look around and compare their efforts (and incomes) with those of other colleagues. They start to measure the extent of their efforts against what is obviously tolerated or accepted in others.

Then a downward adjustment takes place towards an average standard of collective readiness to make efforts and to change. *‘If you can act in that way and it is tolerated here, then so can I!’* And people who are supposed to work together slide downwards and start – often through impotence – to find such a state of affairs normal. “We’re willing enough, but it makes no sense that way”.

If that too is not recognised for what it is, it begins to work as a tacit resistance to everything that an organisation wishes to improve upon. It becomes subtly perceptible as behaviour signalling abandon, as resignation and as passivity. Not because people want it so, but because they feel that they are not being heard or understood.

The extent to which too high a rate of Collective Mental Resignation is present in organisations runs at between 10% and sometimes more than 40%. The larger the organisation, the more work is done with information and the more the environment is coloured by political behaviour, the larger the extent of the phenomenon. A Mental Clean-up of the organisation is the most effective method (Collective Mental Capacity) whereby approximately three-quarters of the lost involvement, effort and energy can be regained.

www.collectiefmentaalverzuim.nl and www.unitedsense.nl

Mental Pollution©

Under working conditions **Mental Pollution** is negatively charged feeling-related information which is present – is ‘in the air’ – in every possible way around you in the organisation. Picked

up by people unconsciously, whether they want to or not. Consisting of notions, convictions and opinions 'taught in the organisation' based on non-verified assumptions, erroneous interpretations and significances, on unsubtle (pre)judgments that people 'take as true' (observe). Things they wrongly link in their own heads to previous experiences and/or expectations. All of which leads to so-called '**Dirty Data**' – information mixed with personal intentions and mis-shaped to serve personal interests rather than the common (company) interest. It is therefore information that is untrustworthy and unclear because of its being mixed with personal matters. Dirty Data is generally a consequence of Mental Pollution in the organisation.

Dirty Data (See Mental Pollution)

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Mental Clean-up™ of the organisation

A **Mental Clean-up** of the organisation means that the **Mental Pollution** in the organisation is cleared away and exchanged for that which stimulates. A clean-up of this kind consists of making conscious, visible and capable of discussion everything in the organisation that disturbs and puts the brakes on the way the organisation functions and develops. It is a controlled exposure of everything that – under the skin – has an effect on the implementation of the processes lying above the skin. It renders the core of the matter visible and clear. It is a process of change whereby factors exercising braking power are transformed into factors that stimulate. It is a matter of everyone together discovering that which puts the brakes on and that which stimulates.

Old braking and steering information such as experiences, convictions and consequent constructed images and ideas are replaced by new, stimulating images for the realisation of the shared desires. Comparable to updating and resetting computer software, but now involving the collective Mindset. This creates a powerful atmosphere whereby overview, linkages, coherence and lack of ambiguity are generally accepted.

The essence of a mental clean-up is that a targeted relationship between people and organisation (aims of the organisation) is restored or made more powerful, whereby mental resignation can be reduced to a minimum. Compare it to 'an aquarium where the water is renewed thus creating a better living climate for the fish'.

www.mentaalverzuim.nl and www.unitedsense.nl

Mental Capacity® in organizations:

The controlled guidance of human activity whereby people can unfold their potential when they take sufficient power over it.

Our mental capacity consists of ideas, convictions, images and thoughts on the basis of which we consciously or unconsciously 'decide' to act. Example: If we are physically capable of moving, our mental capacity determines whether we move and the extent to which we do in fact move.

www.mentaalvermogen.nl and www.unitedsense.nl

Collective Mental Capacity® in organizations:

In essence **Collective Mental Capacity** is the human mental capacity present in the organisation and available for all the organisation's aims – on condition that such capacities be **explored** rather than **exploited**. It is potentially a power based on effort and co-operation, leading to unlimited possibilities. To **have**, to **obtain** and/or to **take** the force and the power over people's true collective capabilities – if they really wish. Collective Mental Capacity is fragmented and deprived of its power when people become imprisoned in collective impotence. *Separate cogs in a machine* mean nothing if they **cannot, may not, dare not** and **will not** work together in the correct manner and at the right moment. The effectiveness and efficiency with which these cogs *at work* mesh together determines the capacity of the organisation to work **at half or full power**. Every type of friction that occurs there ensures loss of energy and capacity.

- **Explored:** Obtained without pressure. Developed through encouragement in solid collaboration.
- **Exploited:** Obtained under pressure. With unreasonable pressure without the creation of the desired circumstances.
- **To have, to obtain and/or to take:** Everyone is victim and perpetrator in the situation in which he finds or will find himself through the choices taken or not taken. He is/remains a victim by failing himself to take targeted action and thus is/remains perpetrator responsible for what the situation brings.
- **Can, may, dare and want:** In essence, this is our emotional capacity and how – given the circumstances – we apply it.
- **At half or full power:** The difference between these two is the unused capacity in an organisation. It is hidden between and under cherished and varied images of reality, which alone are reason for failures in mutual understanding and failure to recognise the often good intentions given in signals. If employees no longer have the feeling that they can gain sufficient hold on this, it will result in a loss of involvement, in resignation and in a multiplicity of communication problems that cause everything in the organisation to work more slowly and like a viscous liquid.

www.collectiefmentaalvermogen.nl and www.unitedsense.nl

Vitality

Vitality is the healthy interaction between people's mental and physical capacities. Vitality determines the difference between functioning and living.

In what is Vitality more than basic health?

You are 'healthy' if there is good and nourishing interaction between your mental, social and physical capacities and these function in balance. If everything works as it should (good functioning/it functions as intended). With health the emphasis lies on appropriate functioning of certain functions determining health. You are healthy if you are not sick. *'Sickness is often a signal that situations need to change'*.

You are 'vital' if, in addition to being healthy, you feel the energy of your life flow thanks to a good and nourishing interaction between your spiritual, emotional and mental capacities and if you feel yourself energetic and fit. Here the emphasis lies on more than simply functioning. There are all sorts of extra quality aspects. It is a stimulating and harmonious form of feeling well and being well that radiates out from you. You are vital if you are more than healthy. If you are alive.

www.unitedsense.nl

Organisational Vitalisation™ / Vitalisation / Vitalising

Organisational vitalisation is a voyage of discovery to the unused, quiet capacity (the **Collective Mental Capacity**) of the organisation and the people working there. It is a process of making healthy that causes the organisation quickly to take the desired direction, streamlines the movement in the organisation's structure and places it in sound interaction with the organisation's structure and processes. It is a process that brings together the organisation, its constituent parts and people, binds them together and introduces oversight, making the unconscious conscious. It makes the invisible visible thereby causing matters previously experienced as difficult to speak about easy to discuss once more.

With the help of an **Organisation Vitaliser™** conditions are created in the organisation – together with all those involved – that are desired by all in order that they can function in a healthy manner and thus contribute to the best of their ability to sound results for the business. No longer thinking and acting in separate parts (also known as *little kingdoms* or *loose sand*) but bringing those parts together and fine-tuning them to one another. By awakening the awareness – in the opening phase of the process – that something healthy can develop only if constant attention and care are given to the circumstances thereby required.

www.unitedsense.nl

Organisation Vitaliser™ / Vitaliser™©

An organisation vitaliser is a stimulating bridge-builder who introduces new life into organisations.

He/she does this – targeting the collectivity – by paying attention to the soft factors and bringing them together and in line with the desires and aims of the organisation.

He/she is a behavioural specialist who works on the basis of the core question: “*Why do people do what they do?*” Who helps them to change direction from *must* to *want*. Who awakens new life in organisations and causes that life to start moving in a targeted manner. Who is familiar with the power of emotions that work for and against people. Stimulates and corrects. Focuses primarily on the collectivity, is authentic, has himself/herself gone through what he/she is helping others to do. He/she is a communicator and an analyst, breaks through and loosens up, puts energy in. Opens up people and possibilities, restores relationships, links people, wishes and aims together. And with all of this helps leaders to build the right conditions with which – without pressure – everything that the business contains can be extracted.

www.unitedsense.nl

Emotion Management

The guiding and leading of people with the focus on softer values and factors that influence people's feelings and create the desired conditions for this.

Management of credibility, of trust and of readiness to put in effort. Energy management of invisible undercurrents and human powers. Encouragement management of daring, motivation and targeted decisiveness. Far-reaching self-management, of personal development. Spirit management of the will, of the mental clean-up and of attractiveness. Constructive management that itself takes the lead in exemplary behaviour and observance of introduced norms and values. Company culture management of openness, lack of ambiguity and unity. Team management of wanting to work together rather than having to. Management of movement, of activity in the company, of growth.

www.unitedsense.nl/usoud

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The Dutch and Flemish Knowledge Center for Mental Resignation®, Emotion Management® and Mental Ability®.