



ORGANIZACIJSKA  
ENERGIJA

# Vodenje za dvig organizacijske energije

LETNIK 3, ŠT. 3 / DECEMBER 2020  
ISSN 2738-4985

**Vodenje - kako  
gospodariti z  
energijo ljudmi v  
kriznih situacijah?**

**Povezanost  
med gradniki  
organizacijske  
energije in  
avtopoietičnimi  
lastnostmi**

**Nova energija za  
kovidskega človeka**

**VERJEMI V  
SVOJ GLAS**

Čustveno-inteligenčna  
komunikacija skozi  
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# Energija zaposlenih - glavni konkurenčni dejavnik!

Že dolgo razmišljam o vzrokih uspeha oz. na drugi strani neuspeha. Je to način razmišljanja, je to odvisno od percepcije oz. našega doživljanja sveta okrog nas, je to odvisno od izbire naših aktivnosti... Če razmišljam o aktivnostih, mi pade na um Paretovo načelo distribucije 80/20, ki pravi med drugimi tudi to, da 20 odstotkov strank prinaša podjetju 80 odstotkov prihodkov. Morda se vsega res ne da distribuirati po načelu 80/20, nekatere stvari lahko distribuiramo 90/10 ali pa celo 99/1. Pomembno je vedenje, da vzrok in posledica praviloma nikoli nista v razmerju 50/50. Je možno to načelo uporabiti tudi na področju organizacijske energije? Je možno, da 100 odstotkov uspešnosti organizacije prihaja iz le enega vira: energije zaposlenih?

Vedno sem si želela vedeti, kako in zakaj se določene stvari preprosto zgodijo in druge ne. Ne vem odgovora. Vem pa, da se takrat, ko imajo ljudje veliko energije, ko samozavest in veselje do izzivov prihodnosti žubori v potočkih, dogaja veliko in tudi zgodi več dobrih stvari. Kadar pa v prostoru začutim žalost, zaskrbljenost, strah ljudi pred prihodnostjo, torej nekakovostne energije... vse skupaj otpne... ne dogaja se prav veliko in še tisto kar se, bi bilo bolje, da se ne bi.

Leto 2020 je posebno. Učimo se sobivati z mikro virusom, ki je pahnil svet iz tečajev. Kadar se učimo, se vselej tudi spreminjamo. Spremembe so boleče, za nekatere celo usodne. Iz stališča organizacijske energije pa je pomembno, kam ljudje vlagajo svojo energijo? Ali v boj za ohranjanje starega ali v boj za ustvarjanje nečesa novega, na kar nas

opozarjajo že stari modreci s Sokratom na čelu.

Dobri gospodarji organizacijske energije vedo, da se je boriti s preteklostjo Sizifovo delo, v boju za nekaj novega pa imamo vsaj možnost uspeha.

Začnemo lahko s preprostimi vprašanji kot so: Katere aktivnosti zaposlene spravljajo v dobro počutje in jim dajejo energijo? Katere aktivnosti povzročajo slabo počutje in znižujejo raven energije zaposlenih? Pa nikar ne mislite, da bodo odgovori preprosti kot recimo: "Ljudi spravlja v dobro voljo povišanje plače, novo parkirno mesto, pogostejša komunikacija..." Morda res, toda za koliko časa? Naj ponazorim z osebnim primerom: Mislim, da je tek precej zahtevna aktivnost in čeravno precej redno tečem, v teku vselej ne uživam, iskreno včasih pridejo trenutki, ko se komajda pripravim do tega, da začnem. Toda po teku se počutim zelo dobro, daje mi veliko energije, ki jo uspem zadržati dlje časa, zato to počnem. **Gre torej za to, kako rezultat aktivnosti vpliva na naše počutje in ne sama aktivnost.**

V publikaciji Vodenje za dvig organizacijske energije 2020 se letos osredotočamo na iskanje odgovorov, kako gospodariti z energijo zaposlenih v kriznih situacijah katere aktivnosti so energijsko učinkovite in katere ne, odkrivamo povezavo med gradniki organizacijske energije ter lastnostmi avtopoietične osebnosti (samozavedanje, vest, neodvisna volja, ustvarjalna domišljija), opozarjamo na nove dejavnike motivacije in izpostavljamo osebno zgodbo energijskega preboja.



**Danijela Brečko**  
vodja projekta *Organizacijska energija in izvršna direktorica pri Sofosu*

Naj uvodoma potešim tudi vašo radovednost o slovenski energijski beri leta 2020! Enotni indeks organizacijske energije znaša **2,37** (leta 2019 je znašal 2,94, leta 2018 pa 2,52). Glede na posebnosti leta 2020 za mnoge v naprej pričakovan upad, s katerim pa se seveda ne bomo sprijaznili. K temu nas opogumlja nekaj organizacij, ki so prav v tem letu povišale svoj indeks organizacijske energije, torej se DA! Energija je gibanje, je tok, ki nikoli zares ne izgine, zato pa je toliko bolj občutljiva na spreminjanje smeri in moči. Pomembno je, da jo znamo ozavestiti in prepoznati ter se lotiti dela - pravih akcij, ki prinašajo energijo na dolgi rok.



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## Vodenje za dvig organizacijske energije

Letnik 3, št. 3 / december 2020

ISSN 2738-4985

### Izdajatelj

Sofos, inštitut za upravljanje znanja in razvoj talentov

### Naslov uredništva

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### Naročilo publikacije

Svoj izvod publikacije lahko naročite na naslovu uredništva oz. po e-pošti info@sofos.si.

Poslanstvo projekta Organizacijska energija je dvig organizacijske energije za večjo strast in kakovostno rast. S sodelovanjem v projektu krepi ugled odgovornega delodajalca, ki gre v korak s časom in spodbuja uporabo sodobnih HRM orodij za sproščanje in aktiviranje človeških zmogljivosti in talentov.

Projekt Organizacijska energija je delo večletnega razvojnega partnerstva, ki ga sestavlja 16 organizacij. Več na [www.organizacijska-energija.si](http://www.organizacijska-energija.si)

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## VODENJE - KAKO GOSPODARITI Z ENERGIJO LJUDI V KRIZNIH SITUACIJAH?

Soočene s pritiski vseh vrst, organizacije pogosto prevzamejo več, kot zmorejo: povečajo število in hitrost svojih dejavnosti, dvignejo cilje glede uspešnosti, skrajšajo inovacijske cikle in uvedejo nove tehnologije upravljanja ali organizacijske sisteme. Nekaj časa jim to briljantno uspeva, toda prepogosto skuša vodstvo ta besni tempo narediti za normalen. Kar se je začelo kot izjemen izbruh dosežkov, lahko postane kronična preobremenitev z velikimi posledicami. Ne samo, da prehud tempo izniči motivacijo zaposlenih, tudi fokus organizacije je razpršen v različne smeri, kar lahko kupce zmede in ogrozi blagovno znamko.

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## POVEZANOST MED GRADNIKI ORGANIZACIJSKE ENERGIJE IN AVTOPOIETIČNIMI LASTNOSTMI

Organizacije za svoje delovanje, procese ustvarjanja, uresničevanje ciljev in sodelovanje na vseh ravneh potrebujejo energijo zaposlenih. Razkrivamo povezave med vrstami organizacijske energije (produktivna energija, energija udobja, energija malodušja in energija razjedanja) in lastnostmi avtopoietične osebnosti (samozavedanje, vest, neodvisna volja, ustvarjalna domišljija). Ali višje vrednosti avtopoietičnih lastnosti odsevajo tudi višje vrednosti kakovostnih energij v organizaciji?

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## NOVA ENERGIJA ZA KOVIDSKEGA ČLOVEKA

Virus SARS-Cov-2 je vplivnežem odščipnil prostor in nam odžrl čas, hkrati pa je ponudil priložnost, da se ustavimo in premislimo, kaj pravzaprav potrebujemo in česa si želimo. So jutranji zastoji in vsakdanje dirke na delo res ideal, h kateremu naj si prizadevamo v prihodnosti? Ali si lahko izmislimo nove načine premikanja in produkcije, ki bodo bolj ukrojeni po meri ljudi in drugih bitij, s katerimi sobivamo na tem planetu?

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## VERJEMI V SVOJ GLAS - PRINAŠAŠ SVOJO UNIKATNO, KREATIVNO, INOVATIVNO IN (NE)POPOLNO OSEBNOST NA DELO VSAK DAN?

Sindrom vsiljivca je ena najpogostejših oblik treme v poslovnem svetu in pogosto ravno ta oblika treme stoji na poti mnogim sposobnim, ambicioznim, kreativnim in energije polnim ljudem. Kot nek demon našega notranjega sveta nam onemogoča, da bi uživali v lastni ustvarjalnosti, in zavira produktivnost tako, da nas bodisi sili v perfekcionizem bodisi v odlašanje ...

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# Vodenje - kako gospodariti z energijo ljudi v kriznih situacijah?

 dr. Heike Bruch



Še nikoli prej vodstvo ni bilo tako odločilno za konkurenčnost organizacij kot danes. Covid-19 spreminja poslovna okolja in naša življenja. Ne vemo še, ali je to nova ali začasna normalnost? V vsakem primeru morajo podjetja sprostiti človeško energijo, da bodo delovala bolj inovativno in predvsem prožnejše. Ključne naloge vodij, ki pomagajo motivirati novega ti. kovidskega človeka in ohraniti konkurenčnost poslovanja so:

- mobilizacija energije, tj. sprostitve celotnega potenciala ekip
- obvladovanje pasti pospeševanja poslovanja, torej preprečevanje pregrevanja ali izčrpanosti ekip
- vzpostavitev agilne kulture, tj. vzpostavljanje ozračja zaupanja, sodelovanja in prilagodljivosti.

Za vodenje v zelo zahtevnem okolju pa tudi sami voditelji potrebujejo veliko energije in osredotočenosti.

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Za namen osvetlitve tematike vam ponujamo v branje članek: **The Acceleration Trap**, ki je bil objavljen v Harvard Business Review in ga v skladu s spoštovanjem avtorskih pravic objavljamo v originalu.

Povezava do originalnega članka: <https://hbr.org/2010/04/the-acceleration-trap>

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*It's not just individuals who  
burn out—companies do, too.*

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# The Acceleration Trap

by Heike Bruch and Jochen I. Menges

Included with this full-text *Harvard Business Review* article:

- 1 [Article Summary](#)  
Idea in Brief—*the core idea*
- 2 [The Acceleration Trap](#)

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# The Acceleration Trap

## Idea in Brief

If you demand that employees give you the same level of accelerated effort every day, month after month, their energy will fail and the company's performance will suffer.

**Break free from the acceleration trap.**

Once you've clarified your business strategy, declare an end to the current high-energy phase and have employees abandon less-important tasks.

**Avoid the trap in the future.** Institute a series of stop-the-action initiatives, limit the company's goals, and require that project management systems put the kibosh on mediocre ideas.

**Change the company's accelerated culture.** Focus on just one thing for a specified period, institute time-outs that give employees "a breather," and mandate periods of calm between crises.



*It's not just individuals who burn out—companies do, too.*

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# The Acceleration Trap

by Heike Bruch and Jochen I. Menges

Faced with intense market pressures, corporations often take on more than they can handle: They increase the number and speed of their activities, raise performance goals, shorten innovation cycles, and introduce new management technologies or organizational systems. For a while, they succeed brilliantly, but too often the CEO tries to make this furious pace the new normal. What began as an exceptional burst of achievement becomes chronic overloading, with dire consequences. Not only does the frenetic pace sap employee motivation, but the company's focus is scattered in various directions, which can confuse customers and threaten the brand.

Realizing something is amiss, leaders frequently try to fight the symptoms instead of the cause. Interpreting employees' lack of motivation as laziness or unjustified protest, for example, they increase the pressure, only making matters worse. Exhaustion and resignation begin to blanket the company, and the best employees defect.

We call this phenomenon the *acceleration*

*trap*. It harms the company on many levels—over-accelerated firms fare worse than their peers on performance, efficiency, employee productivity, and retention, among other measures, our research shows. The problem is pervasive, especially in the current environment of 24/7 accessibility and cost cutting. Half of 92 companies we investigated in 2009 were affected by the trap in one way or another—and most were unaware of the fact.

That's the bad news. The good news is, it's possible to escape the acceleration trap. Companies can sustain high performance over the long term without overtaxing their employees or confusing their customers. In this article, we'll show leaders how to recognize the acceleration problem, start to move their companies in a different direction, and make cultural changes that will prevent future entrapment.

## Being Trapped

We have studied more than 600 companies over the past nine years as we tried to understand acceleration. Our data provide a sobering look at

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conditions inside a company that is accelerating too much. At companies we define as fully trapped, 60% of surveyed employees agreed or strongly agreed that they lacked sufficient resources to get their work done; compare that with 2% at companies that weren't trapped. The findings were similar for the statements "I work under constantly elevated time pressure" (80% versus 4%) and "My company's priorities frequently change" (75% versus 1%). Most respondents at fully trapped companies disagreed or strongly disagreed that they saw a light at the end of the tunnel of intense working periods (83% versus 3% in nontrapped companies) and that they regularly got a chance to regenerate (86% versus 6%).

Most of the companies in our study landed in the trap after an exhilarating ride. A good example is the European conglomerate ABB. Founded in 1987 in a merger between the Swedish Asea Group and the Swiss Brown Boveri Group, ABB grew rapidly, buying 55 companies in its first two years. After eight years of strong growth, the company began to show signs of excessive acceleration. Acquisitions were no longer well integrated; different parts of the company were competing for the same customers. One annoyed customer, with seven business cards already on his desk from ABB salespeople, suggested sarcastically to the eighth rep that next time, they all get on a bus and visit him together. As we'll describe later, ABB's situation didn't improve until a new CEO, Jürgen Dornmann, extricated the company from the acceleration trap.

### The Habit of Constant Change

Over-accelerated companies exhibit at least one of three patterns of destructive activity. The first is, simply, that employees are overloaded with too many activities. They don't have the time or the resources required to do their jobs. Some 35% of firms in our sample overloaded their employees. Bombardier Transportation, the Berlin-based global market leader for rail transportation technology, is one example. It had experienced success and enormous growth, but in the past few years, it was operating in a continual state of overload. To keep up with competitive pressures, it took measures to optimize efficiency and enlarge capacity. But as the value of its contracts more than doubled, its number of engineers grew only slightly. The company has since ad-

ressed the overload problem, but at the time, employee burnout was a serious threat.

The second pattern is what we call multiloading: Companies ask employees to do too many kinds of activities. This leaves employees and the company as a whole unfocused, and activities are misaligned. Some 35% of firms in our sample suffered from multiloading. ABB was both an overloader and a multiloader, giving employees too much to do and saddling them with restructuring plans that called for too many different types of actions. As a result, most of ABB's field managers were working without focus and achieving little effective change.

Finally, companies get into the habit of constant change, or perpetual loading. This pattern deprives workers of any hope of retreat for recharging their energy. To compensate, they hold back their efforts whenever they can, even if doing so hampers the company. Some 30% of firms in our sample were affected by perpetual loading. These companies, which persistently operate close to capacity limits, tend to be the hardest on employees. Just about anyone can tolerate overloading or multiloading for a while, especially if there's an end in sight, but when leaders neglect to call a halt to periods of furious activity, employees feel imprisoned by the debilitating frenzy.

At Lufthansa, for example, employees experienced a decade of relentless change and cost cutting measures. In 2004, Holger Häty, then a member of the executive board of Lufthansa Passenger Transportation, told us that employees were worn down by being told over and over again to economize. "Our people respond by asking, 'When is the economizing going to come to an end?' They are exhausted, and every time they slow down to catch their breath, there we are at their heels, telling them: 'Economize!'" Lufthansa successfully extricated itself from the trap, as we describe below.

### How to Break Free

If your company is caught in the acceleration trap, you have several ways to break free: Halt less-important work, be clear about strategy, create a system for winnowing projects, and declare an end to the current high-energy phase.

**Stop the action.** Instead of asking employees to suggest new initiatives to improve the company, why not turn the question around? Ask employees for ideas about what to terminate. Employees often respond with a slew of

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good suggestions. At one company we studied, they came up with some 540 ideas, three times the annual number of new-project ideas they had been suggesting. The company ended up halting 40% of its projects. Regularly ask yourself, your managers, and the whole company: "Which of our current activities would we start now if they weren't already under way?" Then eliminate all the others.

**Be clear about strategy.** Asking "What should we stop doing?" and then terminating nonessential tasks requires CEO fortitude. Projects that need to be killed may have highly placed sponsors, so the CEO must be prepared to step on some toes. Ultimately, the choice to keep or cut loose hinges on whether an activity directly supports the company's strategy—so that strategy must be clearly understood throughout the entire firm.

**Decide how to make decisions.** Not every project that supports the company's strategy is of major importance. So companies need a systematic way to make hard choices. When the Otto Group, a leading international trading and services corporation with 53,000 employees, restructured, managers found themselves burdened with 20% to 30% more work. So in 2007, the company initiated a stop-action review. Each executive was asked to select a single project that he or she wanted to complete by all means. But that still left too many in play, according to Thomas Grünes, then head of central services, so the list was then halved based on each project's required investment, value-to-cost ratio, and, in certain cases, symbolic value for employees. For example, the final list included a redesign of reception areas and staff restaurants, which increased

pride and performance "and thus was a very important initiative, although the economic value was not obvious," Grünes says. To guard against bloat, the company has made that process an annual activity.

**Declare the turmoil over.** If the acceleration trap consists not of a plethora of projects but of ceaseless turmoil, the CEO can extricate the company by calling an end to the current round of changes. After taking the helm at ABB, Jürgen Dormann instituted a number of emergency measures to relieve employees from change and frenetic activity. In one of his weekly messages to employees, he declared that the reorganization crisis was officially over. "What we see today is more than just light at the end of the tunnel," he stated. "This is the end of the tunnel." Employees felt proud and relieved.

Lufthansa did something similar by easing its formerly relentless—and exhausting—focus on cost control. Although cost sensitivity remains important, Wolfgang Mayrhuber, who became CEO in 2003, allowed the firm to recover from the seemingly never-ending process of savings by shifting the focus toward more innovation, a service culture, and diversification. He also further decentralized the company and gave employees more freedom to work at their own pace.

### Don't Get Trapped Again

Just as important as breaking free is preventing future entrapment. To do that, executives can institute stop-action initiatives, reduce the number of goals the company sets, and mandate that project-management systems carefully filter out the mediocre ideas. Some companies ease the sting of project-killing by creating a "burying" culture.

**Institute spring cleaning.** A period devoted to a good sweeping gets managers into the habit of culling initiatives. Of course, it needn't happen in the spring—or, indeed, on a strictly annual basis. Some companies establish a schedule of housecleaning; others simply decide that they will clean whenever tasks and activities seem overwhelming or before starting a new change process.

**Cap annual goals.** Placing a cap on the number of goals set each year is crucial to preventing an explosion of activities. "Managers are no longer allowed to set 10 top-priority goals," Hans Schulz declared when he was CEO of

## Crisis Management by Stopping the Action

In the midst of the economic crisis in 2009, executives of Phoenix Contact, the German maker of industrial electrical and electronic technologies, sensed employees were becoming overloaded. Reductions in workers' hours had resulted in lower company capacity, so executive vice president and board member Gunther Olesch initiated a process to reduce the workload across all units and levels.

He asked managers to classify all current and future projects as A) necessary for the company as a whole, B) important but can be postponed for a while, or C) can be delayed for two years or cancelled. "At first, people said, 'We have only A-tasks,'" Olesch explains, "and I answered, 'Then classify your tasks as A1, A2, or A3.' We have to cancel activities—otherwise we burn out and we will not come out of the crisis in fit shape."

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Balzers, a Liechtenstein-based industrial company. Schulz permitted each to name just three “must-win battles,” because he believes that the point of goal setting isn’t to pile up projects but “to give people an orientation and to focus their action, attention, and energy.” After this rule went into effect, significantly more goals were achieved, Schulz says. To help make goal-reduction stick, a visible commitment from the CEO is necessary—especially in companies used to following a management-by-objectives approach. Leaders must help managers understand the purpose and value of refocusing on just a few goals and assist them in applying the new rules.

**Filter new projects.** At too many firms, the CEO implicitly or explicitly encourages the people running project management systems to get caught up in new-project euphoria and to be liberal with go-aheads. Instead, CEOs should require that project management systems be used as much to filter and prioritize as to manage projects. At the beginning of a project cycle, project managers should ask: Do

we have the resources for this project? Who will lead and own it? What other project will we abandon to make room for this one?

**Introduce a “burying” culture.** Terminating a project can cause serious pain not only to its sponsors but also to the lower-level people who have been toiling on it. In a company that values commitment and reliability, managers and employees are likely to feel ashamed at being told to stop working on something they’ve put their hearts and souls into. One solution is to foster a culture that encourages managers or project heads to halt lesser projects. We’ve seen, for instance, companies hold a metaphorical burial for a project so that everyone involved in it could grieve and let go. During such a ceremony, managers should thank employees for their dedication and emphasize the project’s good points. A burying culture is particularly important for highly innovative companies that start many projects to see which will thrive.

### Changing a Culture of Acceleration

Preventing the growth of new activities is only one aspect of avoiding the acceleration trap. Making changes in the company’s hurry-up culture is another crucial component.

**Focus on one thing only for a limited time.** Companies can put on blinders for a specified time period to pursue strategically important projects without distractions. Lidl, an international chain of discounters, called for a companywide new project ban between May and September 2009 as it focused on opening 29 supermarkets in Switzerland. “We would never have been able to manage this enormous show of strength without this project ban,” Andreas Pohl, CEO of Lidl Switzerland, told us. Ideas for future projects were collected, but everyone understood that the list would not be discussed before September.

**Institute time-outs.** In 2004, after a period of deep organizational change, Microsoft announced it wouldn’t introduce any more changes for a full year. The break “helped employees recover from the immense efforts of our restructuring,” says Ulrich Holtz, general manager for HR at Microsoft International. It’s a tactic we see too rarely. In our study of 92 German companies, we found that in the 46 caught in the acceleration trap, 86% of employees complained that their firms didn’t provide adequate time for reflection and regener-

## Does Your Company Have an Acceleration Culture?

If you answer “yes” to more than five of the following questions, then chances are good that your company is caught in the acceleration trap. If you answer “yes” to more than eight, it’s extremely likely that you’re trapped.

- Are activities started too quickly?
- Is it hard to get the most important things done because too many other activities diffuse focus?
- Is ending activities considered a sign of weakness?
- Are projects carried out pro-forma because people fear ending them publicly?
- Is there a tendency to continually drive the organization to the limits of its capacity?
- Is it impossible for employees to see the light at the end of the tunnel?
- Does the company value attendance at work and meetings more than goal achievement?
- Does it value visibly hard effort over tangible results?
- Are employees made to feel guilty if they leave work early?
- Do employees talk a lot about how big their workload is?
- Is busyness valued?
- Are managers expected to act as role models by being involved in multiple projects?
- Is “no” a taboo word, even for people who have already taken on too many projects?
- Is there an expectation in the organization that people must respond to e-mails within minutes?
- Do countless people routinely get copied on e-mails because employees are trying to protect themselves?
- In their free time, do employees keep their cell phones or messaging devices on because they feel they always need to be reachable?

Članek v skladu s spoštovanjem avtorskih pravic objavljamo v originalu.  
HARVARD BUSINESS REVIEW • april 2010

## A Pit-Stop Culture

Hilti, the Liechtenstein-based building-products maker, excels at slowing down to speed up. On a regular basis, teams attend two-day-long “team camps,” which collectively represent 30,000 work days and cost some \$9.6 million annually. At one such camp, called Pit Stop, teams step back and reflect so that they can return to their regular jobs re-energized. The retreat includes a “personal pit stop,” in which individuals are encouraged to find ways to restore their energy. The executive committee and the board of directors take part in these camps, too. “We are the owners and guardians of the culture,” CEO Bo Risberg says.

The company continued to invest in its camps despite a 20% revenue drop in 2009. “Particularly in a difficult time, the values and the culture play an important role,” Eivind Slaaen, senior vice president for human resources, explains.

ation after stressful phases. Perhaps that’s because leaders tend to view time-outs—of any length—as disruptions. We disagree. Time-outs are periods that allow for creativity and exploration. They prepare workers mentally and emotionally for the next phase of high performance, thereby increasing the company’s productivity. Specify the length of planned time-outs. For example, declare a six-month moratorium on new initiatives or a yearlong respite from organizational change.

**Slow down to speed up.** If time-outs represent too radical a change, companies can systematically insert periods of calm, regeneration, and incremental change amid high-energy phases. Deliberately alternating episodes of high energy and regeneration has helped Switzerland-based Sonova Group, the world market leader in hearing aids, achieve extraordinary innovation and a growth rate in 2008–2009 of about 8%, which was substantially higher than its competitors’. Ever since 2002, the company has committed to launching two product generations per year. The entire company goes into overdrive to make sure these events, in April and November, go off without a hitch, but after each successful launch there is a lull in activity, allowing the teams to recharge.

**Indulge in successes.** Most companies do not celebrate ends. They think the completion of a project is a reward in itself. It isn’t. Achievements and outstanding effort deserve acknowledgment. Take a moment to reflect and feel proud of accomplishments. These moments are rare, and too often leaders fail to savor them but rather rush full-speed ahead into the next tunnel.

**Model better behavior.** Executives should serve as role models for effectively renewing energy and commitment. Bill Gates used to retreat to a cottage for a “think week” every spring and fall, taking with him ideas submitted by Microsoft employees. Doing so allowed him to focus exclusively on a crucial business task—the selection of new directions in product development—and saved him from being constantly bombarded with new ideas. When he returned to day-to-day business he felt refreshed,

even though he had worked intensely during his week away. Today, dozens of Microsoft’s big thinkers follow that pattern, and the think week has become a Microsoft institution.

**Use feedback systems.** Feedback can help change a culture of acceleration. Servier, a highly productive 30-person German IT consulting firm with 25% average annual growth over the past four years, asks employees to watch out for colleagues who may be working too hard. Workers receive monthly feedback from managers about (among other things) whether they are taking adequate measures to rest and recharge. Workers also fill out a monthly self-assessment on the same issues. The feedback system caused a pronounced behavioral change. Employees look for symptoms of excessive labor and over-acceleration in themselves and their colleagues, and they strive to develop solutions as problems arise.

Ideally, a company is powered by what we call sustaining energy—a joyful urgency among employees that never burns out. Many CEOs catch glimpses of this ideal, especially in energy-intense phases such as high-speed growth and innovation or in crisis situations, when the entire workforce is highly motivated to achieve critical goals. But if the leader gets greedy, demanding the same level of urgency every day, the energy will fizzle and performance will sink, despite employees’ heroics. So here’s the best advice we can give CEOs: Don’t drive your company constantly to its limits. Relentless acceleration leads to loss of focus, an uncontrolled flood of activities, organizational fatigue, and burnout. Be aware of the exertion that underlies every burst of effort, and work toward making sure the firm’s energy level is sustainable. This means being vigilant, even when things are going smoothly, for signs that the company is slipping into the acceleration trap.

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# Povezanost med gradniki organizacijske energije in avtopoietičnimi lastnostmi

 mag. Mari Božič



Organizacije za svoje delovanje, procese ustvarjanja, uresničevanje ciljev in sodelovanje na vseh ravneh potrebujejo energijo zaposlenih. To potrjujejo številne raziskave. Moj raziskovalni duh pa me je vodil po poti iskanja povezav med vrstami organizacijske energije (produktivna energija, energija udobja, energija malodušja in energija razjedanja) in lastnostmi avtopoietične osebnosti (samozavedanje, vest, neodvisna volja, ustvarjalna domišljija). To je prva tovrstna raziskava v globalnem merilu. Na konferenci Vodenje za dvig organizacijske energije bom odgovorila na vprašanje ali višje vrednosti avtopoietičnih lastnosti odsevajo tudi višje vrednosti kakovostnih energij v organizaciji. Povezava med vplivom avtopoietičnih lastnosti ter kakovostjo organizacijske energije ponuja podjetjem, zlasti pa vodjem, poglobljen vpogled v razumevanje upravljanja z energijo zaposlenih.

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Za namen osvetlitve tematike vam ponujamo v branje članek: **The Interrelated Influence of Organizational Energy and Autopoietic Endowments of Works Council Members**, ki je bil objavljen v Reviji za univerzalno odličnost in ga v skladu s spoštovanjem avtorskih pravic objavljamo v originalu.

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# The Interrelated Influence of Organizational Energy and Autopoietic Endowments of Works Council Members

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## Abstract:

**Research Question (RQ):** Research shows that organizations need employee energies to function, resulting in the processes of creation, the achievement of goals, and collaboration at all levels. In this research study, we are interested whether there exists an interrelated influence of Organizational Energy (*Productive Energy, Comfortable Energy, Resigned Inertia, Corrosive Energy*) and Autopoietic Endowments (*Self-Awareness, Conscience, Independent Will, Creative Imagination*) of employees. We selected Works Council members in Slovenian organizations as the target group for conducting the research study.

**Purpose:** The purpose of the research was to examine the interrelated influence of organizational energy and autopoietic endowments of employees, assuming that a higher level of autopoietic endowments is reflected in a higher value of quality organizational energy. The purpose of this study was also to verify the research instrument.

**Method:** We used a questionnaire as a measuring instrument to collect information for the pilot research. The questionnaires were based on two existing questionnaires and scholarly literature in our field of interest.

**Results:** The research findings confirm the interrelatedness between Autopoietic Endowments and Organizational Energy of Works Council members. However, to check the influence of the independent variable on the dependent one, a larger sample would be needed. The results also revealed that the participants in the study had a higher value of quality- than low-quality energies, which indicates the participants constructive use of personal potentials.

**Organization:** The existence of interrelated influences of Autopoietic Endowments and Organizational Energy is an important insight for organizations that contributes to the understanding of organizational energy management.

**Society:** The conducted research represents a contribution to new findings in the field of implementation of workers' participation in organizations in Slovenia.

**Originality:** There is a dearth amount of research on the topics and the authors did not find research that intertwines organizational energy and the principles of autopoiesis in the context of workers' participation, either in Slovenia or globally.

**Limitations / further research:** The research was conducted in the form of a pilot study to verify the reliability of the questionnaire. The pilot study could be extended to a larger sample, but due to the separation of participants between the pilot and the main research, we decided to obtain a larger sample in the primary research. However, we tried to overcome the limitation by looking for a sample greater than 25, which is an acceptable number for conducting a pilot study to test the questionnaire.

**Keywords:** organization, workers' participation, works council, works council members, autopoietic endowments, organizational energy.

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Prejeto: 21. maj 2020; revidirano: 22. maj 2020; sprejeto: 28. maj 2020. /  
Received: 21st May 2020; revised: 22nd May 2020; accepted: 28th May 2020.

## 1 Introduction

Constant change in all areas of social life presents organizations with new challenges, which raise the question of how to handle employees to overcome everyday obstacles in the workplace successfully. In this context, Budd, Gollan, and Wilkinson (2010, p. 305) find that much of the literature on employee management highlights the importance of workers' participation, especially in terms of contributing employees' knowledge and skills to improving an organization's operations.

Bulc (2006, p. 19) explains that business systems can be seen as a natural form of coexistence and development that has its dynamics of development, history, present, and future. Changes in business systems follow social and economic logic, and these systems primarily follow the sociological development of a person – at the individual level of liberation, self-awareness, and self-realization. In the light of the perception of an organization as a living organism, whose supporting factor of development is the vital energy of the individual, informal forms of cooperation are coming to light, which is approaching the natural forms of coexistence and development. Involving as many employees as possible in the development and formation of an organization may be achieved by management in a participatory way. In addition to managers at different levels, management can also be assisted by Works Council members, who should be informed individuals and be a role model to their colleagues with their own qualities and values.

Management should understand Works Council members as ambassadors of change, who bring a new way of thinking to their work environments and thus influence employee relations, which are crucial for the realization of the organization's goals. Integrating workers' participation in their daily routine thus involves promoting a positive attitude towards life, understanding their own strengths and limitations, and values such as respect, trust, openness, and diversity. Consequently, Works Council members should have specific characteristics and be able to invoke them to attract as many of their employees as possible into their circle. They will be more effective when they focus their energy on providing sense to work tasks to their colleagues, enthusiasm for goals, and promoting a pleasant atmosphere, all of which are vital for a productive work environment. The well-being of the individual as well as the well-being of the group is essential, namely because the well-being of all co-workers influences individuals to have a positive attitude, regardless of the type of task. Možina (2004, p. 4) explains that the guarantee for a group's success is a pleasant atmosphere that facilitates relaxed activities and satisfaction with work and cooperation, thus achieving a source of motivation for further engaged work.

The personality traits of individuals, and therefore of Works Council members, are important for their proactive functioning because these traits can help build relationships in an organization. If management, in cooperation with employee representatives, is able to provide the support it needs to run the organization; management will accept the Works Council



members as a partner in decision-making. On the other hand, to build good relationships, it is important to attract co-workers. Works Council members, as facilitators of information between co-workers and management, can increase the level of mutual trust and thus contribute to strengthening relationships. Finding opportunities to act proactively is everyone's job. Each Works Council members should, through the advancement of knowledge and acting on the principles and values in practice, ensure that their mission is to perform qualitatively and effectively in the direction of strengthening interpersonal relations of employees and relations with management. In this context, the research presented in this article measured the organizational energy of Works Council members and their autopoietic endowments and examined the interrelated influence of organizational energy and autopoietic endowments of Works Council members.

The research was conducted in the form of a pilot research to verify the reliability of the questionnaire. The main research will aim to develop a model of the influence of autopoietic endowments of Works Council members on their organizational energy and relations with management.

There is a dearth of research that intertwines organizational energy and principles of autopoiesis in the context of workers' participation, either in Slovenia or globally. For this reason, this research represents a contribution to new findings in the field of implementation of workers' participation in organizations.

The findings of the research will be of practical use to Works Council members in representing the interests of workers in the organization, as enhancing these individuals' autopoietic endowments can contribute to their proactive approach to workers' participation. Similarly, the findings of the research will be useful for all employees who have an important role and a responsibility to nominate and elect as their representatives those employees who have the necessary characteristics to work for the benefit of all employees and concurrently towards the successful operation of the organization.

## 2 Theoretical framework

Vaupotič et al. (2015, p. 9) noted that in contemporary social science literature, the concept of workers' participation emerges in different meanings. Today, in the field of business sciences, it is mostly used as a general designation for all forms of modern employee participation. These include, in particular, employee participation in management or employee co-management, employee participation in profit or other results, and broader internal ownership of employees.

Franca (2009, pp. 46-47) explains that workers' participation in a broad sense means the participation of workers in the form of specific bodies, such as the workers' council and the workers' trustee, workers' representatives in the organization's governing bodies, and all modes and forms of cooperation, used by workers, regardless of their intensity or degree of

participation. Workers' participation in the narrow sense refers only to the co-decision of workers.

Brečko (2012) explains that organizations require the energy of their employees for their operations, which results from their processes of creation, the achievement of goals, and cooperation at all levels. This combined energy helps to shape the winning power and mindset of employees. Bukovec (2006) notes that the driver of all progress is closely linked to the human desire for a better, more enjoyable, comfortable, safer, happier, or more prosperous life. Hence, an individual develops specific criteria, approaches, ways, values, personal philosophy, or in other words, a paradigm, whether it is willful or inadvertent, knowing or unknowing. Individuals form their unique view of life and events that take place in one's environment, as well as a unique understanding of events, things, or concepts. In this way, an individual forms his or her own thought pattern or paradigm about success and quality of life. Covey (1998, p. 52; 2004, p. 42) recognizes free choice between response and stimulus, and in this freedom of choice, human self-awareness, imagination, conscience, and independent will are crucial. The author further emphasizes that developing all four of these human traits is essential to be proactive. None should be neglected because the essence lies in the synergy or relationship between them. He defines the free choice of response to stimulus relative to self-awareness, imagination, conscience, and independent will as a proactive model (Covey, 1998, p. 52).

For proactive action of Works Council members, their personal characteristics are therefore necessary, because only with such action can they constructively represent the interests of the employees in the organization. Namely, if management in cooperation with employee representatives will be able to provide the support it needs to run the organization, it will accept the Works Council as a partner in decision-making. Finding opportunities for proactive action is the task of each individual. Through the advancement of knowledge and action based on principles and values in practice, each member of the Works Council should ensure that he or she carries out his or her mission in a quality-oriented and efficient manner towards strengthening interpersonal relations of employees and relations with management.

Lauc (2000) notes that through biology, we are able to understand the forces of causality, and with philosophy, the forces of consequence. Thus, from both disciplines, we obtain a mental framework in which through psychology, technology, economics, and law, we control the laws of development of each organization. It is therefore necessary to make ourselves into strong personalities and learn to set goals autopoietically, based on Covey's (1998) four principles:

- (1) Through conscience, we connect the power of intention, the task, and the power of principles.
- (2) Through creative imagination, we imagine new possibilities and creative ways to realize them.

(3) Through self-awareness, we set goals on a realistic basis, taking into account new findings and experiences.

(4) By independent will, we choose the purpose and the means for the realization of the imagined.

Through these principles is how we transform feelings into thoughts, thoughts into words, and words into actions. By learning, we create ourselves, gain skills, and deepen our creative potential. It is also imperative to be aware of one's emotions and motives. Emotions are happiness in their ideal, and motive is freedom. Everything cognitive is in between, which we need to be happy and satisfied. It is up to each individual to determine, through mastering the theory of motivation, knowledge, and the interaction of the autopoietic elements how one can work better and more efficiently, no matter what job one is doing. (pp. 9–18)

Workers' participation has been the subject of much debate, but in almost all cases, it has been analyzed in terms of the implementation of recognized labor rights by legal acts and the impact of workers' participation on organizational performance. In our research, we focused on Works Council members as individuals. Hence, we did not seek individual's talents, knowledge, and skills, but focused on the autopoietic endowments that we expose as an element or building block to create organizational energy of Works Council members. This is what is needed to achieve workers' participation, just as organizations need the energy generated by employees in their processes of creating and achieving goals and interacting at all levels of an organization's operations. Covey (1998, pp. 47–52) derives the fundamental principle of human nature from the fact that an individual is free to choose one's response to stimulus. The author recognizes free choice between response and encouragement, and in this freedom of choice, the key human endowments are self-awareness, imagination, conscience, and independent will. The development of all four personality endowments is key to a person's proactivity or ability to act on principles and values. Brečko (2012, pp. 3–7) explains that organizational energy is a force released by an organization in achieving its goals, and its power shows how much and what kind of emotional, mental, and behavioral potential people have released in their work and achievement of organizational goals.

Our basic thesis is that the organizational energy of an individual is influenced by his or her autopoietic endowments or more specifically, that there is a mutual influence between these two variables, which we wanted to explore further.

In the pilot study, we, therefore, measured the autopoietic endowments and organizational energy of the Works Council members and, based on the results, examined the interrelated influence of the variables.

Our overarching research question is: What is the interaction between autopoietic endowments and organizational energy of Works Council members?

- Hypothesis 1: There is a statistically significant correlation between autopoietic endowments and organizational energy of Works Council members.

Brečko (2012, p. 3) notes that companies need energy of their employees for their operation, which results from their processes of creation, the achievement of goals, and mutual cooperation at all levels. Autopoietic endowments have been classified into four categories by Covey, Merrill, and Merrill (1997, pp. 56–58): self-awareness, conscience, independent will, and creative imagination. The authors further note that these qualities provide an individual with the most considerable freedom and power to decide, respond, or to change.

Based on these arguments, we hypothesized that there is a statistically significant correlation between autopoietic endowments and organizational energy of Works Council members.

- Hypothesis 2: Self-awareness of Works Council members has a statistically significant effect on their productive energy.

Leary (2000, pp. 209–210) defines self-awareness as a personality trait that refers to directing attention to oneself and thinking about one's motives, emotions, thoughts, and desires. Silvia and O'Brian (2004, p. 475) emphasize the importance of self-awareness in connection with creative achievements, as they would be more challenging to create it without the creator's self-criticism and self-assessment. Authors Silvia and O'Brian (2004, p. 481) and Leary (2004, p. 5) explain that self-awareness is important for the planning and execution of an individual's actions and also for human self-regulation in general.

Brečko (2012, pp. 3–5) explains that five factors have the most significant impact on productive energy: (1) quality management, (2) strategic orientation, (3) confidence in success, (4) commitment, and (5) cooperation between management and employees. Works Council members can significantly influence these factors through proactive action, as they participate in decision-making in accordance with the law. According to their function, members also have the possibility of informing management about the situation of working life in the organization and make suggestions for improvement.

From the above, we hypothesize that self-awareness of Works Council members has a statistically significant effect on their productive energy.

- Hypothesis 3: Independent will of Works Council members has a statistically significant effect on their productive energy.

Ilievski (2017, p. 6) describes Bandur's cognitive-social science concept of independent will, which defines freedom proactively, as an attempt to exert personal influence in relation to set goals and desired results. The author understands freedom as a relationship between various influences on our ability to act autonomously in an interactive world. Covey, Merrill, and Merrill (1997, pp. 57–58) define independent will as the ability to act that empowers one to

transcend his or her patterns, swim upstream, rewrite one's guidelines, act on principles instead of response based on emotions and circumstances.

As such, we hypothesized that independent will of Works Council members has a statistically significant effect on their productive energy.

### 3 Method

The validated OEQ16 questionnaire (Brečko, 2017) was used to measure organizational energy, and the questionnaire (Covey, Merrill, & Merrill, 1997, pp. 59–60; Covey, 1998, pp. 60–61) was used to measure autopoietic endowments. Both instruments were translated from English into Slovenian and, once again, 48 hours later translated into the Slovenian language. This step was integrated to compare for any inconsistencies and discuss among the translators any issues that remain open. The questionnaire was translated by two evaluators, where one is a native speaker of English and an expert in the content area and the other evaluator also an expert in the field with advanced English language proficiency. Table 1 shows the calculation of translation compliance or reliability between translations (Miles & Huberman, 1994, p. 64).

Table 1. Reliability among Translations

	Number of Agreements	Number of Disagreements	Reliability
Evaluator 1	68	4	0.94
Evaluator 2	64	2	0.97

Therefore, we used a structured questionnaire with which we measured the following key concepts using defined sets of indicators:

- **Organizational energy:** the variable is divided into four dimensions, each dimension is measured by four indicators from which the total variable was calculated based on the mean of the indicators.

*(1) Resigned Inertia, (2) Corrosive Energy,  
(3) Productive Energy, and (4) Comfortable Energy*

There are a total of four statements on a five-point Likert-type ordinal scale: 1 – very rarely; 2 – rarely; 3 – occasionally; 4 – often; 5- very often. The total variable has a value between 1 and 5, and a higher score means a higher presence of measured energy in organizational energy.

- **Autopoietic endowments:** the variable is divided into four dimensions, each dimension is measured by four indicators from which the total variable was calculated based on the mean of the indicators.

(1) *Self-awareness*, (2) *Conscience*,  
(3) *Independent Will*, and (4) *Creative Imagination*

There are a total of four statements on a five-point Likert-type ordinal scale: 0 – never; 1 – very rarely; 2 – sometimes; 3 – often; 4 – always. The total variable has a value between 1 and 5, and a higher score means a higher presence of measured energy in organizational energy.

The sample of the pilot study included 26 Works Council members ( $f = 16$  women; 10 = men), of which 5 were up to 29 years old, 5 participants between 30 and 39, 11 between 40 and 49, and 5 between the ages of 50 and 59. We can assume that the sample is quite diverse in terms of age. The same applies to the length of service, of which 10 participants states they have up to 10 years of service in the organization, 10 between 11 and 20 years, and 4 between 21 and 30 years, and 2 over 31 years of service in the organization. The sample included only participants with 5 or higher level of education using the Slovenian Qualifications Framework (SQF, n.d.).

Data from the research results were transferred from IKA OneClick Survey program and statistically processed. The results were analyzed using the statistical program IBM SPSS 23.0. Tables and graphs were prepared using Microsoft Word and Excel version Office 365.

The results of the pilot study are presented using descriptive statistics. Because we are dealing with a small sample ( $n < 30$ ), only non-parametric tests (Kruskal-Wallis test, Spearman rank correlation coefficient) were used in bivariate analysis. The calculation of the Spearman rank correlation coefficient allowed us to analyze the association between pairs of variables. The strength of correlation or correlation between the variables is inferred from the following scale: 0 - no correlation, 0.1 - 0.3 weak correlation, 0.3 - 0.6 moderate correlation, 0.6 - 1 strong correlation).

All sets of indicators were tested and in most cases sufficient reliability (or more specifically, internal consistency) of the questionnaire was achieved (Cronbach  $\alpha > 0.7$ ). Before calculating the total variables, we excluded specific indicators, which poorly influenced the reliability of the questionnaire. The total variable appearing in the analysis were compiled by calculating mean scores from individual indicators.

## 4 Results

Table 2 shows descriptive statistics for the sets of statements used to measure organizational energy and reliability data. Comparatively, we find that the mean score on a 5-point rating scale are lowest in *Resigned Inertia* and the *Corrosive Energy*, where the ratings range around 2. These two energies are therefore less present in the working environments of the participants. However, *Productive Energy* and *Comfortable Energy* are more present, where

the participants have, on average, much higher self-assessed claims, and on average, these revolve around 4.

Table 2. Organizational Energy by Dimensions

		N	Mean	Median	SD	Cronbach's Alpha
Resigned Inertia	I feel discouraged at my job (I feel fear).	26	1.73	2.00	0.83	.893
	I have a feeling that my department has no future.	26	1.77	1.00	1.14	
	I feel that in my department nothing can be changed.	26	2.04	2.00	1.18	
	I feel exhausted.	26	2.50	3.00	1.14	
Corrosive Energy	I get lost in the excessive number of work activities.	26	2.77	3.00	1.18	.785
	I often guess about the objectives and guidelines in my department.	26	2.04	2.00	1.00	
	In my department, there are a lot of rumours.	26	2.54	3.00	0.99	
	In my department, there are unsolved conflicts.	26	2.12	2.00	1.24	
Productive Energy	I am proud of my work (of what I do).	26	4.27	4.00	0.83	.792
	I am very loyal to the organization.	26	3.96	4.00	1.11	
	I regularly get feedback on my work performance.	26	3.73	4.00	1.00	
	We solve problems in teams and work groups.	26	3.77	4.00	0.91	
Comfortable Energy	I feel relaxed at work.	26	3.85	4.00	1.05	.693
	I am satisfied with the situation in my department.	26	3.89	4.00	0.99	
	At work and in my organizational role I work according to established patterns.	26	3.58	4.00	0.86	
	Relations between colleagues within my department are calm.	26	3.65	4.00	0.98	

The reliability of the measurement was analyzed by using Cronbach alpha. Values > 0.70 indicate adequate measurement reliability, between 0.60 and 0.70 satisfactory measurement reliability, and below 0.60 poor measurement reliability (Nunnally, 1978, p. 713). Although our obtained coefficients show at least sufficient measurement reliability, we decided to analyze further whether the reliability could be improved by eliminating potential “dysfunctional items within in a scale” (Cho & Kim, 2014, p. 217), but only deleting when taking into account logical and theoretical basis.

Additional analysis for Resigned Inertia (see Table 3) does not indicate that reliability could be increased by eliminating a single indicator, so the total variable was calculated by considering all four indicators.

Table 3. Resigned Inertia: Analysis of Reliability of Individual Statements

	Cronbach's Alpha if Item Deleted
I feel discouraged at my job (I feel fear).	.879
I have a feeling that my department has no future.	.863
I feel that in my department nothing can be changed.	.815
I feel exhausted.	.885

Additional analysis provided by Cronbach’s alpha reliability coefficient for Corrosive Energy (see Table 4) shows that reliability could be further increased by eliminating the first indicator. Reliability for the complete set increases when considering three of the four indicators.

Table 4. Corrosive Energy: Analysis of Reliability of Individual Statements

	Cronbach's Alpha if Item Deleted
<i>I get lost in the excessive number of work activities.</i>	.824
I often guess about the objectives and guidelines in my department.	.696
In my department there are a lot of rumours.	.681
In my department there are unsolved conflicts.	.721

Additional analysis provided by Cronbach’s alpha reliability coefficient for Productive Energy (see Table 5) does not indicate that reliability could be further increased by eliminating a single indicator. Reliability for the complete set considers all four indicators.

Table 5. Productive Energy: Analysis of Reliability of Individual Statements

	Cronbach's Alpha if Item Deleted
I am proud of my work (of what I do).	.681
I am very loyal to the organization.	.789
I regularly get feedback on my work performance.	.719
We solve problems in teams and work groups.	.773

Additional analysis provided by Cronbach’s alpha reliability coefficient for Comfortable Energy (see Table 6) shows that reliability could be significantly increased by eliminating the third indicator. Reliability for the complete set increases when considering three of the four indicators.



Table 6. Comfortable Energy: Analysis of Reliability of Individual Statements

	Cronbach's Alpha if Item Deleted
I feel relaxed at work.	.523
I am satisfied with the situation in my department.	.311
<i>At work and in my organizational role I work according to established patterns.</i>	.798
Relations between colleagues within my department are calm.	.480

Following is a summary and analysis of sets of statements used to measure autopoietic endowments. Table 7 shows descriptive statistics for all four sets of statements, as well as information on the reliability of the predicted sets of statements.

The results show that all average scores are between 3.0 and 4.5, which are quite high on a 5-point scale. For all four sets of statements, the individual statements are above a mean value of 4. The most prominent is the statement ‘*Am I able to make and keep promises to myself and others?*’, which has a score of 4.5. On the other hand, each set also has statements with a slightly lower mean value, which is closer to the mean value of 3. The lowest rated was the statement ‘*Do I sometimes feel an inner prompting that I should or shouldn’t do something I am about to do?*’ with a mean value of 3.04. The highest mean value was self-assessed with *Independent Will* and *Self-Awareness*, slightly lower in *Creative Imagination* and the lowest in *Conscience*.

Table 7. Autopoeitic Endowment by Dimensions

		N	Mean	Median	SD	Cronbach's Alpha
Self-Awareness	Am I able to stand apart from my thoughts or feelings and examine and change them?	26	3.77	4.00	0.76	.763
	Am I aware of my fundamental paradigms and the impact they have on my attitudes and behaviors and the results I am getting in my life?	26	4.04	4.00	0.72	
	Am I aware of a difference between my biological, genealogical, psychological, and sociological scripting – and my own deep inner thoughts?	26	3.65	4.00	0.80	
	When the response of other people to me – or something I do – challenges the way I see myself, am I able to evaluate that feedback against deep personal self thought and learn from it?	26	4.04	4.00	0.60	
Conscience	Do I sometimes feel an inner prompting that I should or shouldn’t do something I am about to do?	26	3.04	3.00	0.96	.727
	Do I sense the difference between “social conscience” – what society has conditioned me to value and my own	26	3.42	4.00	1.06	

	inner directives?				
	Do I inwardly sense the reality of universal principles such as integrity and trustworthiness?	26	4.00	4.00	0.85
	Do I see a pattern in human experience – bigger than the society in which I live that validates the reality of principles?	26	3.38	3.00	0.98
Independent Will	Am I able to make and keep promises to myself and others?	26	4.54	5.00	0.58
	Do I have the capacity to act on my own inner imperatives even when it means swimming upstream?	26	4.00	4.00	0.69
	Have I developed the ability to set and achieve meaningful goals in my life?	26	4.08	4.00	0.74
	Can I subordinate my moods to my commitments?	26	3.69	4.00	0.88
Creative Imagination	Do I think ahead?	26	4.23	4.00	0.71
	Do I visualize my life beyond its present reality?	26	3.31	3.00	1.16
	Do I use visualization to help reaffirm and realize my goals?	26	3.38	4.00	1.20
	Do I look for new, creative ways to solve problems in a variety of situations and value the different views of others?	26	4.27	4.00	0.72

Similarly, as with Organizational Energy (see Table 2), the reliability of the measurement was analyzed using Cronbach alpha, using the same measurement reliability scale (Nunnally, 1978, p. 713) and keeping in mind considerations regarding eliminating certain items (Cho & Kim, 2014, p. 217). Because the obtained coefficients did not show high reliability of measurement in all instances and because we did not use a standardized questionnaire to measure autopoietic endowments, but one that is in use, we then considered eliminating certain items to see whether values would change.

Additional analysis provided by Cronbach’s alpha reliability coefficient for Self-Awareness (see Table 8) does not indicate that reliability could be further increased by eliminating a single indicator. Reliability for the complete set considers all four indicators.

Table 8. Self-Awareness: Analysis of Reliability of Individual Statements

	Cronbach's Alpha if Item Deleted
Am I able to stand apart from my thoughts or feelings and examine and change them?	.801
Am I aware of my fundamental paradigms and the impact they have on my attitudes and behaviors and the results I am getting in my life?	.660
Am I aware of a difference between my biological, genealogical, psychological, and sociological scripting – and my own deep inner thoughts?	.662
When the response of other people to me – or something I do – challenges the way I see myself, am I able to evaluate that feedback against deep personal self thought and learn from it?	.690

Additional analysis provided by Cronbach’s alpha reliability coefficient for Conscience (see Table 9) shows that reliability could be significantly increased by eliminating the first indicator. Reliability for the complete set increases when considering three of the four indicators.

Table 9. Conscience: Analysis of Reliability of Individual Statements

	Cronbach's Alpha if Item Deleted
<i>Do I sometimes feel an inner prompting that I should or shouldn't do something I am about to do?</i>	.822
Do I sense the difference between “social conscience” – what society has conditioned me to value and my own inner directives?	.564
Do I inwardly sense the reality of universal principles such as integrity and trustworthiness?	.536
Do I see a pattern in human experience – bigger than the society in which I live that validates the reality of principles?	.678

Additional analysis provided by Cronbach’s alpha reliability coefficient for Independent Will (see Table 10), which as a whole is not highly reliable, shows that reliability could be significantly increased by eliminating the fourth indicator. Reliability for the complete set increases when considering three of the four indicators.

Table 10. Independent Will: Analysis of Reliability of Individual Statements

	Cronbach's Alpha if Item Deleted
Am I able to make and keep promises to myself and others?	.298
Do I have the capacity to act on my own inner imperatives even when it means swimming upstream?	.282
Have I developed the ability to set and achieve meaningful goals in my life?	.315
<i>Can I subordinate my moods to my commitments?</i>	.615

Additional analysis provided by Cronbach’s alpha reliability coefficient for Creative Imagination (see Table 11) shows that reliability could be significantly increased by eliminating the first indicator. Reliability for the complete set increases when considering three of the four indicators.

Table 11. Creative Imagination: Analysis of Reliability of Individual Statements

	Cronbach's Alpha if Item Deleted
<i>Do I think ahead?</i>	.728
Do I visualize my life beyond its present reality?	.540
Do I use visualization to help reaffirm and realize my goals?	.534
Do I look for new, creative ways to solve problems in a variety of situations and value the different views of others?	.630

Table 12 below shows the interrelatedness between Organizational Energy and Autopoietic Endowments of Works Council members.

Table 12. Correlation between Organizational Energy and Autopoietic Endowments

		Self-Awareness	Conscience	Independent Will	Creative Imagination
Resigned	Spearman's rho	-.765**	-.296	-.570**	-.129
Inertia	p value	.000	.142	.002	.529
Corrosive	Spearman's rho	-.751**	-.350	-.531**	-.311
Energy	p value	.000	.079	.005	.122
Productive	Spearman's rho	.634**	.215	.506**	.373
Energy	p value	.001	.291	.008	.060
Comfortable	Spearman's rho	.765**	.162	.530**	.255
Energy	p value	.000	.428	.005	.209

Note. n = 26; \* The correlation is statistically significant in value  $p < .05$ ; \*\* The correlation is statistically significant in value  $p < .01$ .

## 5 Discussion

Following is a discussion of the hypotheses in relation to the results. Our first hypothesis was the following:

H1: There is a statistically significant correlation between autopoietic endowments and organizational energy of Works Council members

In our research, we detected a certain degree of interaction between Autopoietic Endowments and Organizational Energy. Statistically significant correlations with Organizational Energy were detected in two dimensions of Autopoietic Endowments. Namely, Self-Awareness is strongly negatively correlated with Resigned Inertia ( $\rho = -0.765$ ;  $p < 0.001$ ) and with Corrosive Energy ( $\rho = -0.751$ ;  $p < 0.001$ ). In terms of interpretation this could signify that these energies are more present in participants with lower self-awareness. On the other hand, we detected strong positive correlations between Self-Awareness and Productive Energy ( $\rho = 0.634$ ;  $p = 0.001$ ) and Self-Awareness and Comfortable Energy ( $\rho = 0.765$ ;  $p < 0.01$ ). The finding in this case being just the opposite, which is that these energies are more perceived in participants with higher self-awareness.

Another Autopoietic Endowment in which we detected statistically significant correlations is Independent Will. Namely, Independent Will has a moderate negative correlation with Resigned Inertia ( $\rho = -0.570$ ;  $p = 0.002$ ) and with Corrosive Energy ( $\rho = -0.531$ ;  $p = 0.005$ ). In terms of interpretation this could signify that these energies are more present in participants with lower expressed independent will. On the other hand, we detected strong positive correlations between Independent Will and Productive Energy ( $\rho = 0.506$ ;  $p = 0.008$ ) and Independent Will and Comfortable Energy ( $\rho = 0.530$ ;  $p = 0.005$ ). The finding in

this case being just the opposite, which is these energies are more perceived in participants with higher expressed independent will.

There is a statistically significant connection between Autopoietic Endowments and Organizational Energy of Works Council members, thus confirming hypothesis 1.

H2: Self-awareness of Works Council members has a statistically significant effect on their productive energy.

The correlation between Self-Awareness and Productive Energy is strong with respect to the value of the correlation coefficient and statistically significant with respect to the value of significance ( $\rho = 0.634$ ;  $p = 0.001$ ).

The sample of the pilot study was too small to perform a regression analysis to verify the influence of the independent variable on the dependent, so hypothesis 2 cannot be confirmed.

H3: Independent will of Works Council members has a statistically significant effect on their productive energy.

The correlation between Independent Will and Productive Energy is moderate in relation to the value of the correlation coefficient and statistically significant in relation to the value of significance ( $\rho = 0.506$ ;  $p = 0.008$ ). The sample of the pilot study is too small to perform a regression analysis to verify the influence of the independent variable on the dependent, so hypothesis 3 cannot be confirmed at this time.

The presented results of our research confirm our thesis on the interrelated influence of Autopoietic Endowments and Organizational Energy of Works Council members. However, to be able to verify the influence of the independent variable on the dependent and to accept or fail to accept hypotheses 2 and 3, a larger sample would be needed.

## 6 Conclusion

The purpose of the research was to examine the organizational energy of Works Council members and their autopoietic endowments and to determine whether there is an interaction between these two variables.

The results of the pilot study of organizational energy shows that the mean values on a 5-point rating scale are lowest for Resigned Inertia and Corrosive Energy, where the values were around 2. These two energies, treated as low-quality energies, are less present in the working environments of the participants in our study. More evident are Comfortable Energy and most prominent Productive Energy, where participants rated statements much higher. These two types of energy are considered quality energies. The results thus show that the Works Council member participants in our study, have a higher value of quality- than low-quality energies, which indicates their constructive use of personal potentials.

Mean scores of autopoietic endowments (Self-Awareness, Creative Imagination, Conscience, Independent Will) are between 3.0 and 4.5, which is quite high relative to the 5-point scale. Covey (1998, p. 52) explains that all four of these human endowments are essential for an individual's proactivity. The results of the pilot study thus show that the Works Council member participants take a somewhat proactive approach to the implementation of workers' participation.

In this research, we detected a certain degree of interaction between autopoietic endowments and organizational energy. According to the value of the correlation coefficient, the correlation between Self-Awareness and Productive Energy is strong and statistically significant. The correlation between Independent Will and Productive Energy is moderate in terms of the value of the correlation coefficient and statistically significant in terms of the value of significance. However, the sample of the pilot study is too small to perform a regression analysis to verify the influence of the independent variable on the dependent concerning these correlations.

The results of the pilot study confirmed the interrelated influences of Autopoietic Endowments and Organizational Energy of Works Council members and appropriateness of the questionnaire for the continuation of the research study. In the main research, we will further examine the influence of the independent variable on the dependent and create a model of influences of Autopoietic Endowments of Works Council members on their Organizational Energy and relations with management. On this basis, we will provide suggestions for strengthening individual's endowments, which contribute to one's proactive approach towards workers' participation.

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### **Povzetek:**

#### **Medsebojni vpliv organizacijske energije in avtopoietičnih lastnosti članov sveta delavcev**

**Raziskovalno vprašanje (RV):** Raziskave kažejo, da organizacije potrebujejo za svoje delovanje energijo zaposlenih, ki izhaja iz njihovih procesov ustvarjanja, doseganja ciljev in medsebojnega sodelovanja na vseh ravneh. V raziskavi nas zanima, ali obstaja medsebojni vpliv organizacijske energije (energija malodušja, energija razjedanja, energija produktivnosti, energija udobja) in avtopoietičnih lastnosti (samozavedanje, vest, svobodna volja, ustvarjalna domišljija) zaposlenih. Kot ciljno skupino smo za izvedbo raziskave izbrali člane sveta delavcev v slovenskih organizacijah.

**Namen:** Namen raziskave je bil preučiti medsebojni vpliv organizacijske energije in avtopoietičnih lastnosti zaposlenih ob predpostavki, da se višja stopnja avtopoietičnih lastnosti odraža v višji vrednosti njihove kakovostne organizacijske energije. Hkrati je bil namen preveritev zanesljivosti vprašalnika.

**Metoda:** Za zbiranje informacij za potrebe raziskave smo uporabili metodo anketiranja. Kot merski instrument smo uporabili vprašalnik, ki smo ga postavili na osnovi izhodišč dveh že oblikovanih vprašalnikov ter predhodno analizirane strokovne literature z našega interesnega področja.

**Rezultati:** Izsledki raziskave potrjujejo medsebojni vpliv avtopoietičnih lastnosti in organizacijske energije članov sveta delavcev. Da bi pa lahko preverili vpliv neodvisne spremenljivke na odvisno, bi potrebovali večji vzorec. Rezultati tudi kažejo, da imajo anketirani člani svetov delavcev višjo vrednost kakovostnih kot nekakovostnih energij, kar nakazuje na njihovo konstruktivno uporabo osebnih potencialov.

**Organizacija:**

Obstoj medsebojnega vpliva avtopoietičnih lastnosti in organizacijske energije je pomembno spoznanje za organizacije, ki bo lahko prispevalo k razumevanju upravljanja energije zaposlenih.

**Družba:** Izvedena raziskava predstavlja prispevek k novim spoznanjem na področju uresničevanja delavskega soupravljanja v organizacijah v Sloveniji.

**Originalnost:** Tako v Sloveniji kot tudi v svetu obstaja veliko raziskav o obravnavani temi, nismo pa zasledili take, ki bi prepletala organizacijsko energijo in principe avtopoieze v kontekstu delavskega soupravljanja.

**Omejitve/nadaljnje raziskovanje:** Raziskava je potekala v obliki pilotne raziskave za namen preverjanja zanesljivosti vprašalnika. Pilotno anketiranje bi lahko razširili na večji vzorec, vendar smo se zaradi ločitve anketirancev med pilotno in glavno raziskavo odločili, da večji vzorec pridobimo v glavni raziskavi. Poskušali pa smo ublažiti omejitev tako, da smo iskali vzorec, ki je večji od 25, kar je sprejemljiva številka za izvedbo pilotne raziskave za namen testiranja vprašalnika.

**Ključne besede:** organizacija, delavsko soupravljanje, svet delavcev, člani sveta delavcev, avtopoietične lastnosti, organizacijska energija.

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# Nova energija za kovidskega človeka

## Zastoj

 **dr. Dan Podjed**

Ponedeljkovo jutro, petnajsti dan po preklicu epidemije. Ura je pol devetih. Debele dežne kaplje udarjajo ob vetrobransko steklo, brisalca pa odrivata vodo sem in tja ter se v enakomernem gibanju nenadoma povsem zlijeta z ritmom skladbe iz radia: »Čas bo zacelil svet, čas bo pomlajšal ta planet. In ko naju ne bo, ostalo bo rožnato nebo ...«

»Si v redu?« vprašam šestletnega sina, ki sedi za mano na svojem varnostnem sedežu. Ne odgovori mi. Pogledam v vzvratno ogledalo in preverim, ali ni morda zaspal. Še je buden. Skoz stransko steklo zamišljeno gleda kolono avtomobilov, ki se ob nama počasi pomika proti drugemu delu mesta. »Obtičala sva v prometu,« mu rečem in pojasnim, da se temu pravi zastoj, on pa pokima in modro pripomni: »Ati, včasih pa ni bilo toliko zastojev.«

Res, še pred slabim mesecem sva zjutraj švignila skoz mesto. Ceste so bile prazne, avtomobili so čakali na parkiriščih, avtobusi so počivali, ljudje niso hiteli v službo, šole so bile zaprte, vrtci tudi. Prometnih zastojev takrat res ni bilo, zdelo pa se je, kakor da je ves svet zastal. Ustavil ga je drobní virus, ki se je razširil po svetu in čez noč postal glavni sovražnik človeštva in hkrati največji zvezdnik – zavzel je več medijskega prostora od vseh vplivnežev in vplivnic skupaj, vštevši Kim Kardashian in Challela Salleta.

Virus SARS-Cov-2 je vplivnežem odščipnil prostor in nam odžrl čas, hkrati pa je ponudil priložnost, da se ustavimo in premislimo, kaj pravzaprav potrebujemo in česa si želimo. So jutranji zastoji in vsakdanje dirke na delo res ideal, h kateremu naj si prizadevamo v prihodnosti? Ali si lahko izmislimo nove načine premikanja in produkcije, ki bodo bolj ukrojeni po meri ljudi in drugih bitij, s katerimi sobivamo na tem planetu?

Glede na to, kako hitro in brezbrizno smo po karanteni planili nazaj v življenje, v varno zavetje leta 2019, vse bolj dvomim, da se nam bo posrečilo ob virusnem pretresu bistveno spremeniti družbo. Res pa je, da je intersubjektivna izkušnja s karanteno, ki smo jo doživljali skupaj in hkrati vsak po svoje, vsakogar med



nami nekoliko spremenila – in nas morda vsaj malo premaknila kot globalno skupnost.

Da bi med pandemijo popisal spreminjanje družbe in sebe, sem se lotil zapisovanja, ki je začelo nastajati organsko in nenačrtno. Prvi zapis je nastal po tem, ko sem obiskal bližnje nakupovalno središče in ugotovil, da ni nič več tako, kakor je bilo, če parafraziram nekdanjega slovenskega predsednika. Ljudje so med nakupovanjem nosili zaščitne maske, premikali so se drugače kakor pred razglasitvijo epidemije in kupovali ogromne količine toaletnega papirja – ali pa se mi je tako vsaj zdelo. Kot antropolog, ki se mora po nenavadnost in drugačnost navadno odpraviti kam daleč, po možnosti v tujino, sem začutil neznosno željo, da popišem, kaj se dogaja okoli mene. Čudnost je bila nenadoma tu, pred nosom.

Opis lastne nakupovalne izkušnje sem že zvečer objavil po omrežjih Facebook, Twitter, Instagram in LinkedIn, in sicer tako v slovenskem kot tudi angleškem jeziku, saj sem skušal tudi tistim, s katerimi sem povezan v tujini, prenesti informacije o tem, kaj se med pandemijo godi »za devetimi gorami in devetimi vodami«. Zatem sem pisal vsak dan, in to več kot mesec dni, ter zapise sproti prevajal. Iz enkratnega dogodka je popisovanje stanja



postalo najprej obred, pozneje pa skoraj že služba. Ob zapisih se je namreč začelo oglašati vse več ljudi. Nekateri so pisanje hvalili, drugi pa so ugotavljali, da postajam v izolaciji nekoliko blazen. Všeč so jim bile strategije za preživetje v domačem ujetništvu in nasveti, kaj brati med karanteno, razburilo pa jih je, da sem obut v kroksice ozmerjal fante, ki so igrali košarko na zaklenjenem šolskem igrišču. Mnogim se zdelo nekoliko noro tudi, da sva z ženo toliko časa in truda namenila pranju hrane, ki sva jo prinesla iz trgovine, drugi pa so mi pisali, da tudi sami počnejo enako ...

Spletni dnevnik se je postopoma spreminjal v dialog med mano in družbo, ki je sicer nisem videl, je pa bila ves čas nekje blizu, na drugi strani zaslona. Med štirimi stenami tako nisem obtičal le z družino, temveč je naše doživljanje krize spremljalo veliko ljudi, med katerimi mnogih sploh nisem poznal. Nekateri od njih so mi celo svetovali, o čem naj pišem, in negodovali, če sem kakšno temo obravnaval na način, ki je bil po njihovem mnenju zgrešen.

Zaradi občinstva, ki je vsak dan pričakovalo novo zgodbo, sem zapisovanje vse bolj čutil kot obveznost, hkrati pa sem se iz posameznika začel spreminjati v medij. Že zjutraj sem ženo začel nadlegovati z vprašanjem, o čem naj tokrat pišem, na sprehodih po »ozunju« pa sem nenehno oprezal, kje bi lahko posnel dobro fotografijo, ki bi jo zvečer priložil zapisu. Pisati sem običajno začel zvečer, ko so šli otroci spat, in potem potreboval uro, dve za slovenski zapis, potem vsaj še uro za prevod v angleščino in zatem še približno uro za obdelovanje fotografij in širjenje zapisa po omrežjih. Delo pa se potem sploh ni končalo. Po vsaki objavi so začeli deževati komentarji, na katere je bilo treba sproti odgovarjati in braniti lastno pozicijo.

Tako mi je iz rok vse bolj polzel čas, ki sem ga med karanteno nameraval porabiti zase. Ko je država oznanila, da bomo v naslednjih tednih preživeli večino časa med štirimi stenami, sem

si namreč pomel roke in si skrivaj rekel: »Odlično!« Misli sem, da bom imel končno več časa za branje in sprehode v naravo, in se veselil, da bomo z družino odigrali namizne igre, ki so se leta prašile na omari. Navdušen sem bil nad mislijo, da bova z ženo pogosteje kuhala zdrave jedi, pripravljene iz zelenjave, ki bo zrasla na domačem vrtu, in sanjaril o romantičnih večerih, ki si jih bova privoščila v osami. In kaj se je dejansko zgodilo? Obtičal sem pred zaslonom in pisal predvsem o tistem, kar se mi je pletlo v glavi. In tako dan za dnem. Ko se mi je dokončno uprlo zreti v lasten popek, sem se odločil končati z zapisi in pritisnil zadnjo piko. Občinstvo ni bilo posebej navdušeno, da je »prve sezone« konec, razočaran nad sabo pa sem bil tudi sam. Zdelo se mi je, kot da sem lastno medijsko hišo poslal v stečaj.

Približno mesec zatem, ko sem na 36. dan karantene končal s karantenskimi zapisi in ugonobil medij, ki sem ga poimenoval Antropologija med štirimi stenami, sem se zazrl nazaj in ugotovil, da je bil zastoj pravzaprav kar koristen. Med njim je namreč nastala ta knjiga, ki je dejansko nisem spisal sam, temveč smo jo ustvarili s tistimi, ki so moje pisanje brali in komentirali po omrežjih. Dnevniški zapisi, ki sem jih širil po spletu, so namreč celoviti in pestri prav zato, ker jih dopolnjujejo mnenja ljudi, s katerimi smo se znašli v nenavadnem zastoj, med katerimi smo bili sicer sami, a hkrati skupaj – podobno kakor na cesti, ko tičimo vsak za svojim volanom, ujeti v izoliranih celicah na štirih kolesih. Medtem ko nekateri po radiu poslušamo skladbo o času in zraven mrmramo refren, so drugi priključeni na drugačne frekvence. Na vse pa tačas pada isti dež. In vsi stojimo in čakamo, da se spet prižge zelena luč na semaforju. In potem speljemo in se ustavimo in speljemo ...

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S sinom sva se po polurni vožnji končno pripeljala na drugi del mesta. Dež je medtem nekoliko pojenjal, kaplje pa so risale kroge v ogromni mlaki, sredi katere sva parkirala. »Previdno stopi na pločnik, da si ne zmočiš čevljev!« sem mu zabičal, medtem ko sem pridržal vrata, da je lahko stopil iz vozila. Tedaj me je prešinilo: pozabil sem vzeti nahrbtnik s škornji! V glavi sem sočno zaklel in sina prijel za roko ter ga previdno vodil med lužami, da bi ostal suhih nog.

Ko sva prišla do tašče in tasta, sem jima najprej pojasnil, da se bom takoj vrnil in prinesel še opremo za dež, ki je ostala doma. »Ni treba,« sta pomirjujoče rekla, »saj ne bomo hodili ven.« Meni pa je bilo jasno, da bo treba še enkrat na pot. Ni bilo dovolj, da sem zastoj doživel enkrat – vajo bo treba ponoviti in znanje utrditi. Tako prepevajo tudi Dan D na koncu pesmi, ki je prej igrala po radiu: »Čas bo rekel stop, čas je za še en krog, čas je za še en krog ...«

# Verjemi v svoj glas

## Prinašaš svojo unikatno, kreativno, inovativno in (ne)popolno osebnost na delo vsak dan?



Meta Grošelj

Sindrom vsiljivca je ena najpogostejših oblik treme v poslovnem svetu in pogosto ravno ta oblika treme stoji na poti mnogim sposobnim, ambicioznim, kreativnim in energije polnim ljudem. Kot nek demon našega notranjega sveta nam onemogoča, da bi uživali v lastni ustvarjalnosti, in zavira produktivnost tako, da nas bodisi sili v perfekcionizem bodisi v odlašanje ...

Zgodaj zjutraj je bila še megla, ko sem se iz Ljubljane vozila na Primorsko. Tam bom predavala 16 top managerjem. Bližje ko je bilo moje fizično telo tej (pre)izkušnji, bolj me je tiščalo v prsih. Predavala? Jaz? "Punca, kdo pa misliš da si?" me je zarezal moj notranji glas.

Morda se od časa do časa zgodi tudi vam, da vas notranji glas opozori na potencialno prenevarjen izziv, za katerega v tistem trenutku razsodite, da mu morda ne boste kos. Pa saj ste vendar samozavestni! Pa saj ste izobraženi! Pa saj ste se dneve in noči pripravljali! Zakaj se pravzaprav sploh pojavijo te misli, ki jih poznamo pod pojmom vsiljenke? In katera so tista orodja, ki nam pomagajo tako na osebni kot organizacijski ravni, da te vsiljive misli premagamo?

Sindrom vsiljivca sta leta 1978 definirali psihoterapevtka in raziskovalka Pauline Rose Clance ter njena asistentka Ivonne Imes, ki sta na vzorcu 150 uspešnih žensk ugotovili, da jih več kot polovica v sebi nosi neko čudno temačno skrivnost. Občutek, da si svojega uspeha, priznanja, pohval niso zares zaslužile. Da so morda okolico zavedle v neka zmotna prepričanja o sebi in svojih sposobnostih.

Nadaljnje raziskave so vsiljivstvo ugotovile pri obeh spolih. Še več, gre za nek občutek, ki ga ima veliko zelo uspešnih ljudi, po nekaterih podatkih kar več kot 70 odstotkov top talentov včasih občuti ta občutek, da se bo nekoč razvedelo nekaj, kar bo razblinilo njihov dosednji uspeh, trud ali status v enem samem pičlem trenutku. Razvedelo se bo, da so prevaranti. Vsiljivci, ki zavajajo, blefirajo, ki se samo pretvarjajo, da znajo, kar znajo, da lahko delajo, kar delajo, da ustvarjajo, kar ustvarjajo. Ko se bo razvedelo, bodo osramočeni, izvrženi, zapuščeni.



Moje osebno mnenje pa je, da se o tem pri nas ne govori dovolj. Stiske notranjih svetov šele prihajajo na plano kot pogoj za vzpostavljanje psihološko varnega okolja v organizacijah. Vsiljivec ni zunanji temveč notranji stresor in njegova pojavnost je precej odvisna od posameznikove sposobnosti zaznavati, razumeti in voditi lasten notranji dialog. Pogosto se namreč pojavlja v obliki ruminacije oz. vsiljenih misli ali t. i. vsiljenk, ki lahko privedejo do katastrofiziranja, kar pomeni, da si oseba začne zamišljati (v sliki, besedi in čustvih) katastrofične scenarije. Kot je na primer ta ...

*Začnem predavati, medtem ko me šestnajsterica strogo poslovno oblečenih managerjev kritično opazuje. Ženska pred mano povzdigne obrv. Moški v zadnji vrsti prišepne kolegu, nakar se na ves glas zarežita. (Seveda meni.) Po petnajstih minutah udeleženec na moji levi dvigne roko. Nekaj bi vprašal. (Ojoj, saj sem vedela, da pridemo do tega.) "Gospa, kdaj pa boste začeli govoriti kaj zanimivega? Vse to že vemo! In še več ..., vemo še veliko več. Pravzaprav mi vemo že vse, kar veste vi, in še več. Zdaj pa povejte, ali znate morda povedati kaj novega ... Sicer pa, od kod vam ta znanja? Imate diplomo? Imate izkušnje ...?" Ob koncu tega krutega zasliševanja se seveda ugotovi, da nikakor ne spadam tja, in pokažejo mi vrata. Razočarani. Jaz pa se osramočena vozim nazaj proti Ljubljani ...*

Kar opisujem, je vsiljenka, ki se je prikazala v mojih mislih, medtem ko sem predavala. Katastrofične vsiljenke mi niso tuje. Da imam sindrom vsiljivca na zelo visokih obratih, sem izvedela pred približno petimi leti. Do takrat se mi je dozdevalo, da me morda muči (ne)samozavest, a v resnici samozavest z vsiljivstvom nima veliko skupnega. Naučiti sem se morala aktivno upravljati projekcije, ki so mi jih možgani servirali v sliki, besedi in občutkih.

Oseba s sindromom vsiljivca je neke vrste scenarist, igralec in hkrati režiser interne percepcije, ki se dogaja v glavi. Od nas samih je torej odvisno, kakšne filme vrtimo in s kakšnim koncem. Morda ste tudi sami že doživeli trenutek, ko ste se lotevali nekega novega izziva. Za hip vam ni teklo kot po maslu. Naleteli ste na neke mini dvome v smislu "kaj mi je tega treba", ki so se počasi, a vztrajno začeli razraščati v makro dvome "itak nimaš pojma". Popolnoma samozavestna in sposobna oseba lahko začne komplicirati, katastrofizirati, se samosabotirati in početi še vse ostalo v spektru med odlašanjem in perfekcionizmom.

Model delovanja sindroma vsiljivca osebo postavi nekje na lestvico med profesionalnim odlaševalcem in vztrajnim perfekcionistom. Perfekcionizem osebo motivira, da dela, dela in spet dela vse tja do roba izgorelosti. Odlaganje pa je z vidika produktivnosti tudi zanimiv tip mentalnega napora, ki v možganih

vkaplja centre za bolečino vsakokrat, ko se spomnimo na izziv. Au. Bolečina naj bi trajala nekje 10 minut. Če odlašate, izgorevate tako psihično kot mentalno. Vse dokler ne izgorite fizično.

Ne glede na to, ali odlašate ali ste perfekcionista, izgubljate dva edinstvena in neponovljiva vira človeškega potenciala. Čas in energijo. Razumevanje delovanja sindroma vsiljivca je zato ključno za produktivno izkoriščanje človeškega potenciala. Oseba, ki zna umirjati burno notranje doživljanje največjih izzivov, je oseba, ki bo organizaciji prinesla najboljše rezultate. Res pa je, da so lahko najbolj kreativni ljudje tudi precej empatični, zato je pomembno, da psihološko varnost postavljamo na visoko mesto.

### Kaj lahko naredi organizacija za boj proti fenomenu vsiljivstva

Če se v organizacijah o občutkih vsiljivstva ne pogovarjamo in če svojim top talentom ne omogočamo individualnega treninga, s katerim lahko predelajo ta čutenja in nato s polnimi jadri zajamejo veter svoje kreativnosti za največji doprinos organizaciji – brez strahu, brez sramu in brez zavor –, tvegamo, da bodo naši najboljši ljudje, ki smo jih najeli, da ustvarijo najboljše rešitve za naše organizacije, preprosto odjadrili drugam. In zakaj bodo odšli drugam? Preprosto zato, ker sami sebe ne znajo ceniti toliko, kolikor jih lahko cenite vi! Postavljeni pred navidezno previsoke cilje, začnejo zavlačevati ali komplicirati, se samosabotirati, se konfrontirati, konfliktirati in tako naprej.



Že 30 let razvijamo, izdelujemo in tržimo magnetne senzorne pomike in zasuka. Naše izdelke odlikujejo visoka natančnost in odpornost na zunanje dejavnike, zato se vgrajujejo v napredne sisteme v medicini, robotiki in električnih vozilih. Pri delu spodbujamo inovativnost in ustvarjalnost, uspešnost pa gradimo z integriteto, odličnostjo ter s spoštovanjem sodelavcev in poslovnih partnerjev.

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### Razkrijte svoje doživljanje vsiljivstva

Ko vodje razkrijejo svoje občutke vsiljivstva svojim zaposlenim, jim dejansko s tem omogočijo ogromno razbremenitev pritiskov lastnega vsiljivstva in strahu pred potencialno napako ali neuspehom. Tako pravi znanost. Ljudje pogosto nadrejene idealiziramo, sami sebe pa skušamo približati tem idealnim percepcijam identitete. Ko vodja odkrito govori o lastnem soočanju z občutki vsiljivstva, daje ljudem orodja za spopadanje s temi ovirami.

Ljudje zmotno mislimo, da smo edini, ki imamo takšne občutke. In zato jih skrivamo. Skrivamo pred drugimi, ki se pogovarjajo z enakimi notranjimi kritiki in samosaboterji. V strahu pred razkrinkanjem tiščimo glavo v pesek, namesto da bi vsiljivstvo razumeli kot unikatno skupno točko, na kateri se lahko globoko povežemo kot ljudje in kot tim.

### Redefinirajte (ne)uspeh

Astro Teller, ki je vodil specialno organizacijo GoogleX za izume novega tisočletja, je v svojem govoru na konferenci TED razlagal o nujnosti praznovanja neuspehov, saj so lahko samo na ta način ustvarili potrebno klimo v organizaciji, ki je vodila projekte, od katerih jih bo 99 % z veliko gotovostjo propadlo v prvih 30 dneh. Ljudje smo kulturno predprogramirani, da zasledujemo scenarije uspeha in se potencialnim porazom izmikamo. V GoogleX so kulturo neuspeha postavili tako, da so ob neuspehu organizirali slavlje, z aplavzom in pokanjem šampanjca. Praznovali pa niso poraza, temveč pogum, da se premakneš izven okvirjev in preizkusiš nekaj, kar ima velik potencial uspeha, a prinaša tudi visoko tveganje. Morda vam ni treba ravno odpirati šampanjca, a začnete lahko že z običajnim 'sendvičem povratne informacije' in boste premaknili gore v zavedanju podpore, ki jo dajete svojim ljudem.

### Upravljajte notranji dialog

Sendvič povratne informacije je v kombinaciji s spoštljivo tonaliteto tudi ključno orodje mojega lastnega boja proti vsiljivkam. Učenje komuniciranja s svojim notranjim glasom je zelo verjetno najboljša poteza za mojo osebno rast. Redefiniranje notranjega dialoga pa predstavlja tudi pomemben premik za moje kliente. Ljudje smo navajeni svojo notranjo komunikacijo sprejeti, ker je 'od nekdanj tako'. Veliko lažje praznujemo uspeh sodelavca kot pa lastnega. Veliko enostavneje nam je biti ponosen na drugega kot nase. Biti svoj prvi navijač je izjemna sprememba za vsiljivca. Nov model. Nov vzorec.

### Uskladite notranjo in zunanjo validacijo

Ko sem začela sama zavestno upravljati svoj notranji dialog, mi niti na kraj pameti ni padlo, kakšna moč spremembe me bo dejansko doletela. V zelo kratkem času sem se znašla psihično in pa tudi fizično močnejša, sposobna ohranjati notranjo

stabilnost ne glede na zunanje razmere, upravljati in umirjati konflikte, krmariti težke situacije. S pozitivnim komuniciranjem zares reprogramiramo svoje nevrološke vzorce, predvsem pa postavimo novo razmerje med notranjo in zunanjo validacijo.

Ni nenavadno, da oseba s sindromom vsiljivca išče zunanjo validacijo – ista stvar pa jo zna pahnuti v še večjo stisko. Ljudje, ki te pohvalijo, so se morda zmotili? Ah, te vsiljenke. Ko je s pomočjo učinkovite komunikacije moja notranjost postajala močnejša, je z njo raslo moje notranje zadovoljstvo, potreba po zunanji validaciji pa je nekako plahnela. Ne bi ravno rekla, da je izginila, z gotovostjo pa lahko trdim, da je več ne iščem pri sleherniku. Postalo mi je zelo pomembno, komu zaupam, torej komu dam glas, da vodi mojega.

### Internalizirajte dokaze o malih in velikih zmagah

Vas zanima, kaj se je zares zgodilo na tistem predavanju, ki so ga burile moje vsiljenke? Zadnje minute predavanja je pospremil krog povratne informacije s strani mojih top managerjev, ki mimogrede sploh niso bili tako zelo strogi, kot sem si jih jaz namišljala. Bilo je veliko pohval. In tudi predlogov za izboljšavo. Nekje na sredini tega kroga je sedel moški srednjih let v blede rumeni srajci. Vstal je. Se odkašljal. Podal mi je eno najbolj čustveno nabitih pohval, kar jih pomnim v svojih predavateljskih letih. "Gospodična, spremenili ste mi življenje!"

*Vsiljivec v meni pa je šel takoj v akcijo: "Lažejo! Vse to govorijo zgolj iz vljudnosti ..., bla bla bla."*

*"Eh, daj mi no že enkrat mir in me pusti, da s ponosom vsrkam ta trenutek mojega življenja. Trenutek, ko se je dejansko zgodilo nekaj dobrega!" ga zatrem v kali.*

Prava sprememba se zgodi šele takrat, ko sprejmemo v svoje življenje rutinirane načine internalizacije lastnega uspeha. Imamo vpliv, če se ga zavedamo ali ne. In lahko spreminjamo svet, četudi z majhnimi dejanji. Vsak korak, vsak projekt, vsako delo ima v sebi potencial nekemu drugemu obrniti svet na bolje in tega se moramo vsakič znova zavedati. Naša dolžnost in odgovornost je obvladovati sleherne ovire, ki se nam postavijo na poti do izboljšav, ki jih lahko lansiramo v svet. Premagovanje notranjih ovir pa je na tej poti ključnega pomena.

### Brez panike, ste v dobri družbi izjemno imenitnih ljudi!

Najslavnější oseba z domnevnim sindromom vsiljivca naj bi bil sam Albert Einstein. Na to sklepajo, ker naj bi v zadnjih mesecih svojega življenja prijatelju zaupal svoje občutke glede ugleda, ki ga je užival v stroki. "Počutim se prisiljen, da o sebi mislim, da sem neprostoVOLJNI prevarant."

Če se postavim v njegove čevlje, mi je absolutno vse jasno. Medtem ko ga imamo za boga znanosti, on ve, česa vsega še ne ve!

Tisti, ki se svoje nekompetentnosti ne zavedajo, sami zase namreč mislijo, da so carji! Ti samooklicani strokovnjaki trpijo za t. i. Dunning-Krugerjevim efektom. Tisti, ki meni, da je samooklicani strokovnjak, to z gotovostjo ni, ker ima, ironično, te dvomljive misli o sebi samo pravi strokovnjak s sindromom vsiljivca. Za pravega strokovnjaka je značilno, da ga drugi vidijo in prepoznajo za strokovnjaka. On pa je tisti, ki dvomi v legitimnost njihove ocene.

Mnogo slavnih ljudi vsak dan učinkovito premaguje svoje notranje demone. Maya Angelou je nekoč dejala, da se vsakič, ko izide njena nova knjiga, spopade s strahom, da jo bodo zavrnil, češ da njene pesmi zares niso dobre. Sheryl Sandberg. David Bowie. Sonia Sotomayor. Howard Schultz. Serena Williams. Tom Hanks. Tina Fey. Ryan Reynolds. Arriana Huffington. Robert Pattinson. Lady Gaga ...

Vsi ti so uspešni ljudje, ki so svojega vsiljivca javno priznali. Uspešni so, ker se s svojim vsiljivstvom spopadajo. Ker puščajo dvome doma in jih ne nosijo s seboj na delo. Mnogo sposobnih, učenih in talentiranih ljudi pa se z različnimi izgovori vselej znova samosabotira in nikoli ne doseže uspeha, ki bi ga lahko. Morda tudi vi poznate nekoga, ki tik pred ciljno črto najde tisoč in en izgovor ... Mojstrovine mnogih tako ostajajo zaklenjene v predalih. Ideje ostajajo neizgovorjene in nerealizirane. Potencial neizkoriščen.

John Lennon je nekoč dejal: "Včasih sem sam sebi bog, včasih pa največji luzer." Verjamem, da vsak od nas včasih misli in čuti tako. Odločitev o tem, katerega sebe bomo s pogumom vsak dan pripeljali na delo, pa je naša.

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## KER SMO DEWESOFT - LJUDJE.

Samo na temelju enotnih vrednot lahko skupaj gradimo zdravo podjetje zadovoljnih posameznikov, ki z žarom v očeh ustvarjamo najboljše produkte na svetu.



# Čustveno-inteligenčna komunikacija skozi prizmo osebne energije

## 1,3 kg določajo smer in moč osebne energije

 dr. Danijela Brečko

Našo osebno rast ne omogoča le strokovno znanje, ampak predvsem tako imenovane mehke veščine in spretnosti, med ka-tere na prvo mesto postavljam komunikacijo in odnose med ljudmi. Upam si trditi, da gre za eno najbolj razvpitih področij mehkih znanj, ki je navkljub veliko vložkom v raziskave ostaja še vedno v marsičem neznanca. Še zlasti, če se zavedamo, da tudi kadar ne komuniciramo, nekaj sporočamo, torej komuniciramo. In tako se komuniciranja učimo vse življenje, pri čemer nam naj bo vodilo opazovanje resničnega življenja.

### 1,3 kilogrami, ki odločajo o naših mislih, čustvih in dejanjih in določajo smer ter moč osebne energije

Kaj daje ton naši komunikaciji s katero se povezujemo z okoljem in ustvarjamo bolj ali manj učinkovite medosebne odnose? Kdo nas pri tem usmerja, kakšno vlogo pri tem igrajo naše misli in naša čustva?

Kognitivna znanost, ki se trudi združiti vso razpoložljivo znanje o človeškem vedenju, zaznavanju in čutenju po isto streho, pravi, da našo komunikacijo usmerjajo naši možgani, ki kot vemo, tehtajo le 1,3 kg, porabijo pa kar 18% vse potrebne energije, ki jo potrebuje naš telo za dnevno delovanje. Moj namen ni brskati po vaših možganih in iskati povezave med nevroni in morebitne anomalije znotraj njih, ki vplivajo na naš način komuniciranja, rada pa bi le na kratko, kako nastajajo naši odzivi ali kaj sproži naše vedenje ter načine komuniciranja skozi prizmo naše osebne energije. Da to lahko storim, pa vam bom najprej predstavila fenomen osebne energije, ki ga raziskujem že desetletje in kajpak se tako kot praviloma vse, tudi fenomen osebne energije odvija v naših glavah, torej možganih.

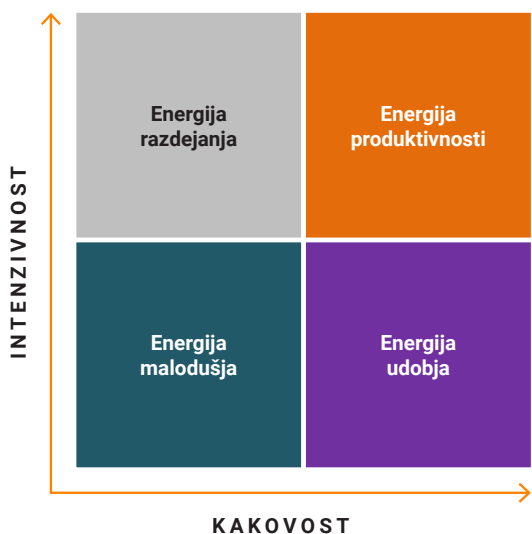
Fenomen osebne energije izhaja iz spoznanja, da vsi ljudje na tem svetu posedujemo naravno energijo, ki jo prinašamo v vse



situacije v katere vstopamo. Prinašamo jo v delovna okolja kot tudi v vse medsebojne odnose v katere vstopamo. Osebna energija nastaja kot produkt naših misli, čustev in vedenj. Drugo spoznanje pa je, da osebna energija nikoli ne izgine ampak se pretvarja/spreminja iz ene vrste energije v drugo.

### Osebna energijska matrika

Matriko organizacijske energije sem preslikala v polje osebne energije, kjer lahko stanje osebne energije razlikujemo po dveh vidikih: glede na intenzivnost in kakovost, ki nam dajeta v preseku štiri različne vrste energije.



Intenzivnost osebne energije izraža, do kakšne stopnje je oseba aktivirala svoj čustveni, spoznavni in vedenjski potencial in v matriki predstavlja navpično os. S tem mislimo na stopnjo čustvene napetosti, pazljivosti, interaktivnosti in komunikativnosti. Razlikujemo med visoko in nizko intenzivnostjo. Prva je značilna za visoko stopnjo čustvene vpletenosti, mentalne aktivacije in zavzetosti, slaba intenzivnost pa opisuje nizko stopnjo teh stanj.

Kakovost osebne energije pa opisuje, kako uporabljajo svojo energijo – koliko so čustvene, spoznavne in vedenjske sile konstruktivno usklajene z našimi cilji ter v matriki predstavljajo vodoravno os. Pri tem razlikujemo med kakovostno in nekakovostno osebno energijo. Za kakovostno je značilna konstruktivna uporaba osebnih potencialov. Svoja čustva, sposobnost razmišljanja, pozornost, trud in dejavnosti usmerjamo v okrepitev svojih ciljev. Nekakovostna energija pa kaže pomanjkanje na usmerjenost k ciljem. Povzročča uničevalno

uporabo osebnih potencialov. Ko je energija nekakovostna, posamezniki kažejo čustva, kot so strah, razočaranje in nezadovoljstvo.

Ko sem začela opazovati komunikacijo skozi prizmo osebne energije, sem kaj hitro ugotovila, da moramo za učinkovito komunikacijo ubrati prave strategije komuniciranja, glede na to, katera vrsta energije trenutno prevladuje pri našem sogovorniku.

### Razočarana stranka

Tako sem nekaj časa nazaj obiskala svojo banko, da opravi določeno storitev, ki sem jo lahko opravila le osebno. Prišla sem izjemno dobre volje, polna navdušenja in pozitivne energije iz ravnokar uspešnega zaključka poletnega projekta, ki je v vseh pogledih presegal moja pričakovanja. Pred mano je čakal en moški. V mislih sem še vedno podoživljala uspeh naše ekipe in me čakanje ni zmotilo. Kaj hitro pa je moja pozornost pritegnilo negodovanje gospoda, ki je čakal pred mano, zato sem prisluhnila komunikaciji, ki je potekala med njim in bančnim uslužbencem

Stranka vpraša: »Kako dolgo pa bo še za čakati?«

Uslužbenec odgovori: »Ja, gospod, ne gre hitreje, moramo preveriti določene podatke.«

Stranka: »Gospod meni se zelo mudi, res ne bi šlo hitreje?«

Uslužbenec: »Žal ne, drugje bi čakali še dlje, verjemite«

Stranka se je obrnila nazaj k meni in mi prišepnila: »Veste gospa, sem mislil, da je banka XY najslabša, sedaj pa vidim, da so še slabše. Pošiljajo me od enega do drugega okenca, pa nikjer nič ne vedo.«

Sama pri sebi pomislim: »No tole se je pa začelo zanimivo zapletati, me pav zanima, kakšen bo konec, osebno pa se v to ne bom vpletala, ker pač to ni moja zgodba.« In ostanem tiho.





Stranka znova napade uslužbenca: »Na banki XY pa so mi dejali, da bi to uredili v 5 minutah«

Uslužbenec pa mu na kratko odvrne: »Potem pa že ne spoštujejo zakonov«.

Stranka mu tudi ne ostane dolžna in s povsem mirnim glasom, v katerem je bilo čutiti pridih velikega razočaranja odvrne: »Seveda jih, samo niso taki birokrati kot vi«

Uslužbenec je bil ves rdeč v obraz in je komaj zadrževal svojo jezo. Na pomoč mu je pritekla sodelavka, ki je razočarano stranko pospremila do drugega okenca, kjer je potem zaključil svojo storitev, vmes pa še vedno žalostno negodoval sam zase.

Več kot očitno je, da se je razočarana stranka nahajala v spodnjem levem polju osebne energijske matrike, saj je bilo v pogovoru zaznati veliko malodušja, razočaranja kot tudi nemoči, kako rešiti situacijo. Uslužbenec tega stanja ni pravočasno prepoznal in tako je ubral tudi neprimerno strategijo komuniciranja in ga, tako je kazalo, spravil še v večji obup in negodovanje ...

Potem pa sem bila na vrsti jaz in pristopila k še vedno jeznemu uslužbencu, ki je z vidnim naporom komajda spravil iz sebe stavek: »Kaj pa vi želite?«, in vmes pogledal še na uro, ki je kazala 7 min do 12 ure, ob 12 imajo pa odmor za kosilo. Takoj mi je bilo jasno, da ne bo lahko doseči svoj cilj, saj sem videla, da je gospod jezen in sem ga po občutku sodeč uvrstila v prvi levi kvadrat.

Najprej sem dejala: »Dober dan vam želim« *Moje ime je... In k vam sem prišla po pomoč glede... Verjetno boste potrebovali moj osebni dokument.*«

Uslužbenec se je malo zdrnil in dokaj neprepričljivo odzdravil, takoj zatem pa nezaupljivo vprašal: »Kdo vas je poslal k meni. Ali niste bila prej že nekje drugje?«

Več kot očitno je bilo, da je sedaj tudi sam zapadel v spodnji levi kvadrat, zato sem se odločila za nekoliko tvegano taktiko in dejala: »Gospod, videla sem, da vas je predhodna stranka razjezila, toda ne biti sedaj hudi še name. Prišla sem k vam, ker menim, da bi lahko pomagata rešiti moj problem. Saj zato ste tukaj, kajne?«

Počasi se je situacija začela izboljševati. Krčevita drža uslužbenca je začela popuščati in hitro je odvrnil, da sploh ni hud... zato sem nadaljevala: »Videla sem, da vas je moj predhodnik spravil v slabo voljo, toda to še ni razlog, da midva ne bi dobro sodelovala«

Po tej intervenciji se je uslužbenec povsem umiril in začel normalno funkcionirati ter opravljati svojo vlogo. Že po nekaj korakih sva prišla bližje rešitvi, pomagal mi je poizvedeti, kdo je skrbnik moj zadeve in mi na listek zapisal ime in priimek mojega

skrbnika, njegov stacionarni in celo mobilni telefon in v vzdušju obojestranskega zadovoljstva, sva se poslovila.

Z rešitvijo sem bila več kot zadovoljna, vsega skupaj pa sva potrebovala manj kot 5 minut, pa še ta časa bi lahko bil krajši, če se v začetku ne bi tako »ogrevala«, kot sva se.

Verjamem, da ni lahko ostati profesionalen v komunikaciji po podobnem dogodku, ki se je zgodil uslužbencu iz naše resnične zgodbe, toda čar osebne rasti je ravno v tem, da premagujemo svoj meje in smo vsak dan boljši in bolj profesionalni. Na področju komunikacije pa je to še toliko bolj dragoceno. Znati moramo prepoznati, kje trenutno v matriki osebne energije se nahaja posameznik, kakšna čustva in misli ga prežemajo in temu primerno ubrati pravo strategijo komuniciranja. In temu se reče čustveno-inteligentna komunikacija. V nadaljevanju tako predstavljam tri komunikacijske strategije v odvisnosti od trenutno prevladujoče vrste osebne energije posameznika.

### Strategije komuniciranja skozi prizmo osebne energije

Komunikacijsko strategijo, ki je bila predstavljena, v zgoraj opisanem primeru imenujem **Mobiliziranje in osredotočanje**, uporabimo pa jo v situacijah, ko opazimo, da se naš sogovornik v prizmi osebne energije nahaja v levem zgornjem kvadratu, torej v energiji razjedenja. Takrat lahko predpostavimo, da pri njem prevladuje čustvo jeze. V takih primerih, je treba ohraniti mirne tone, potrebno resnost, predvsem pa zelo jasno transparentno komunicirati, nenazadnje tudi odkrito spregovoriti o svojih čustvih in pomagati sogovorniku prepoznati njegova lastna čustva. Javni uslužbenec je namreč lahko premagal svojo jezo, šele takrat, ko jo je ozavestil. Šele ko je naredil prehod iz enega čustvenega stanja v drugega (iz stanja jeze v stanje pripravljenosti pomagat) in se v nadaljevanju osredotočil na slednje, je lahko komunikacija učinkovito stekla.

Sedaj pa predpostavite, da ste vi v danem trenutku počutite zelo dobo in se nahajate v stanju visoko produktivne energije,



zadovoljni s sabo in svetom in polni navdušenja in strasti. Kako boste v takem stanju komunicirali s posameznikom, ki k vam pristopi z žalostnim obrazom in oddaja svojo bolečino v prostor? Takšen posameznik ima zelo nizko raven energije in se zelo verjetno spopada tudi z močjo volje, rad nerga in hitro obupa. Na matriki osebne energije, bi ga uvrstili v polje energije malodušja. Po mojih izkušnjah sodeč se ne obnese dobro, če takšnega posameznika naslovite iz svojega stanja produktivne energije, saj ste zanj v danem trenutku »premočni« in ta energijska premoč velikokrat povzroči nasprotni učinek. Namesto, da bi spodbudili komunikacijo, jo zavrete ali celo povsem prekinete. Sama sem bila priča dogodku, bil je to poslovni sestanek, ko je oseba z zelo nizkim stanjem osebne energije ob povsem poslovno korektni in neposredni komunikaciji osebe z visoko produktivno energijo, predčasno in brez ustreznega pojasnila zapustila sestanek.

Nizko stanje osebne energije, kjer so prisotni občutki nemoči, obupa, žalosti..., kar kliče po tem, da posamezniku pokažemo privlačno prihodnost, kjer se da njegove probleme rešiti in mu hkrati dati vedeti, da mu želite pri ustvarjanju novega okolja pomagati. Če bi naš bančni uslužbenec poznal strategije čustveno-inteligentne komunikacije bi zagotovo z razočarano stranko komuniciral povsem drugače. Že sam začetek bi moral biti drugačen.

Predstavljajte si, kako bi se v nadaljevanju razvijala komunikacija, če bi uslužbenec na vprašanje »Kako dolgo pa bo še za čakati?« odgovoril: »Gospod, zelo se trudimo za vas. Potrebujemo pa še nekaj podatkov, ki jih ravnokar pridobivamo, da lahko za vas opravimo storitev na najvišji kakovostni ravni, kar pomeni, da bodo boste po tem imeli stvari brezhibno urejene, kar si želimo za vas in kar verjetno tudi vi pričakujete od nas.«



To komunikacijsko strategijo imenujemo »**Osvojitev kraljične**«. Posamezniki, ki jih prežema energija malodušja, zahtevajo veliko usmerjene pozornosti, argumentiranega pojasnjevanja, nežnih in spodbudnih tonov, predvsem pa jim je treba pokazati, da nam je

mar za njih in jim pričarati privlačno prihodnost in kaj bodo oni v tej prihodnosti pridobili. Zelo hvaležni pa bodo tudi za kanček tolažbe.



Tretjo strategijo pa imenujemo »**Premaganje zmaja**«, uporabna je kadar komuniciramo s sogovornikom, ki je izrazito močno zasidran v cono udobja. Za te posameznike je značilno, da so zelo zadovoljni sami s seboj, kar je samo po sebi dobro in olajšuje komunikacijo, v kolikor pa je cona udobja prevelika, pa lahko hitro postane tovrstna komunikacija neučinkovita. Za posameznike, ki se ujamejo v tej energiji, namreč velja, da so prijetni sogovorniki, primanjkuje pa jim agilnosti in akcije. Velikokrat jih prepoznate po tem, da se z njimi dolgo časa pogovarjate, toda konkretnih učinkov iz tega pogovorani oziroma niso v sorazmerju z vašim komunikacijskim vložkom. Tovrstne sogovornike lahko srečate kjerkoli, tudi na banki, najpogosteje pa jih srečate med sodelavci. Pa si oglejmo primer komuniciranja iz cone udobja.

Anja je poslovna asistentka v srednje veliki organizaciji in skrbi za tri projektne vodje. Vsi so zelo različni, kar jo veseli, saj se tako hitreje uči.

Njen tretji vodja se je ravnokar pridružil organizaciji in z njim je imela pogovor o delovnih nalogah, ki se je začel z besedami vodje: »Dobro jutro Anja. Boste imeli ta teden kaj časa zame?« Anja: »Vi samo povejte, kaj bi radi imeli.«

Vodja: »Saj vas ne bom preveč namučil, uredili boste tisto kot ponavadi naredite za druge projektne vodje, sklicali sestanek celotne projektne skupine in pripravili gradiva za sestanek ter naredili tedenski pregled stanja projekta.«

Anja: Kdaj točno želite sestanek in do kdaj želite tedenski pregled stanja projekta?

Vodja: »Datum in uro sestanka določite kar sami. Poročilo pa potrebujem do konca tedna.«

Anja je malce začudeno pogledala, saj od prejšnjih vodij ni bila vajena tako ohlapnih navodil in dejala: »V redu, bom uredila.«

Anja se je lotila prve naloge, in že so se začeli prvi zapleti. Ko je uskladila celotno skupino za sestanek, se je izkazalo, da je

na njen izbrani datum zaseden prav vodja. Prav pošteno se je namučila, da je uskladila nov datum, nato pa bila še »kregana«, da je bil sestanek sklican prepozno v tednu. Tudi pri pripravi poročila ni šlo vse gladko, vodja je bil s pripravo poročila sicer zadovoljen, so se pa pritožili člani projektnega tima, ker poročilo ni bilo zapisano v skladu z njihovimi pričakovanj in naj ne bi upoštevalo vseh kriterijev projektnega poročila. Anja se je iz tega primera veliko naučila in se trdno odločila, da bo naslednjič bolj zahtevna pri komuniciranju z vodjem.

V drugo je od vodje zahtevala: *»Natančno mi povejte zelen datum in uro sestanka.«*

Vodja je znova poskusil: *»Pa saj to lahko določite sami«*

Anja: *Tega ne želim. Najprej želim zagotoviti vašo razpoložljivost, saj brez vas sestanek ne more potekati.*

*Prejšnjič smo sestanek komajda organizirali in še to prepozno, zato tokrat ne gre tvegati ponovnega sklicevanja in utegne se zgoditi, da sestanka sploh ne bo. Mislim, da je bolje, da najprej vi določite točen datum. Tako bomo vsi bolj produktivni.«*

Vodja se je moral strinjati s tem in dejal: *»No prav«,* ter povedal zeleni datum in uro, s tem, da je predhodno pogledal v svoj koledar, za katerega ni dovolil, da mu ga ureja Anja in si rezerviral čas.

Anja je nadaljevala: *»Če želite, da vam pripravim tudi poročilo, vas prosim, da mi poveste točno, kaj želite da to poročilo zajema. Z zadnjim poročilom sodelavci namreč niso bili zadovoljni. Najbolje, da mi to napišete in posredujete preko elektronske pošte.«*

Vodja je malce pomislil, nato pa dejal: *»Bom napisal«*

Anja pa je še nadaljevala: *»Hvala za to, želim pa vam le še reči, da to potrebujem najmanj dva ni pred datumom oddaje poročila, ker moram pridobiti še vse potrebne podatke za kakovostno pripravo poročila, s katerim bodo zadovoljni tako*

*vaši kolegi kot tudi vaš direktor. Če vaših natančnih pričakovanj ne bom dobila pravočasno, potem ne bom mogla pripraviti poročila. V tem primeru ga boste morali pripraviti sami.«*

Anja je v drugo precej bolj trdno komunicirala in izbrala pravo strategijo, saj je pravilno presodila, da je njen tretji vodja očitno malce prevečkrat v coni udobja in inertnosti ter misli, da bo vse kar nekako šlo. Pri ljudeh, ki so v coni udobja, ne bo pomagalo, da jim slikate privlačno prihodnost in jih opogumljate, ampak jim morate postaviti na realna tla, jih torej izvesti iz cone udobja in jim ustvariti občutek nujnosti ter tudi komunicirati morebitne posledice v primeru neaktivnosti. In ravno to je naredila Ana. Vodji je jasno povedala, da je bil prvi sestanek organiziran prepozno, kar so sodelavci sprejeli z negodovanjem in mu tudi jasno nakazala morebitno posledico ob nespremenjenem načinu dela. Enako je naredila s poročilom, vodjo je »predramila z novico, da sodelavci niso bili zadovoljni s poročilom, zahteva la od njega jasnejša pričakovanja in to pisno ter tudi povedala, kaj se utegne zgoditi, če teh konkretnih pričakovanj ne bo pravočasno dobila in posredno nakazala kakšne posledice utegne to imeti zanj.

#### Vas zanima kakšna je vaša osebna energija?

Osebno energijo sogovornikov se boste sčasoma naučili prepoznavati na »oko«. Tako boste lahko izbirali učinkovitejše strategije komuniciranja z namenom uspešnega in dolgoročnega sodelovanja ter doseganja komunikacijskih ciljev.

Zagotovo pa ste ob tem radovedni, kakšna je vaša osebna energija. Lahko jo izmerite s pomočjo brezplačnega vprašalnika, ki ga najdete na spletni strani:

<http://www.mlcljubljana.com/ocenaEnergije/>.

Pa veliko dobre energije želim.

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