rpDiscussion Guide

Work:

Making it better by purging toxins

Work can be better, both in personal enjoyment and organizational results. But, for work to become better, organizations and people must seek more complete, accurate, and sometimes very different understanding of the nature of work today. They must also stay updated on each other's needs. For some, better work may not be possible unless they can first set aside firmly held beliefs, outdated theories and limiting prejudices about work. Holding on to the wrong points of view or incorrect principles can become toxic, perpetuating problems and inhibit many relatively easy improvements to workers' lives and organizational productivity.

1. What may be "work toxins" that are presently within yourself, your co-workers and your organization? What do you, others or the organization need to do to acknowledge and eliminate them? ... to prevent their return?

2. Is it true that organizations and people are VERY different? Is this good, bad, neither ... or potentially symbiotic, in that the many differences can benefit both parties?

3. Why do you think that the reality of work being a special form of "relationship" is not more commonly understood by workers or organizations? How does a relationship between a person and organization differ from the many other forms of personal relationships, such as friendships, parent-child, marriage, siblings, etc.? Does it also differ from other forms of business relationships?

4. If good work requires organizational and personal needs to both be known and satisfied, what might reasons be for such information and shared accountabilities for 2-way performance not being effectively addressed in many workplaces?

Work Relationship

Quality... what is it?

Good work is comprised of a special form of relationship that brings attention and responsiveness equally to the needs of both parties. This is specifically known as a "work role relationship." Think of this term as a framework to more accurately explain work realities for the benefit of workers and organizations (instead of the outdated, one-sided and limited term: "job"). This framework in itself is neutral, abstract and without value. So for it to be applied for our understanding, remedy or improvements, something else needs to be added: **Quality**. Quality is a term used to describe how we define the value, benefit, worth, attractiveness or merit (or lack thereof) in regards to any specific work role relationship. Quality is often relative, since the value of any work relationship is often compared against the other options that each party typically has from which to choose. Quality is also often subjective, varying from person to person.

5. What does "quality" mean to you in other aspects of your life, such as in clothing, automobiles, movies, friendships or healthcare services? How do you determine, and respond to, variations in the "quality" of goods, services or events?

6. Who ultimately determines quality,... the buyer or the seller? ... a service provider or the consumer of the services? ... the one who creates or the one who beholds? How does quality relate to each party in a work relationship? Who defines the work relationship's quality?

7. To determine the level of quality within any work relationship, is it enough to only know the organization's or a worker's point of view, ... or must you gain and combine both perspectives in order to gain a realistic and complete picture of work relationship's quality?

8. If organizations and workers (or candidate's) were better informed about work relationship quality how might this impact their respective effectiveness in forming and sustaining work relationships? ... how might such information affect workers security, satisfaction and success in their work?

9. Why is a high-quality work relationship, (if judged as being so from both the organizational and personal perspective) referred to as being a "magnetic" relationship?

Work Relationship Quality

The **Personal** perspective

The organizing principle for understanding work quality for an individual is known as "**The Personal Triangle**™." Its three corners consist of **functional**, **social** and **life effects satisfaction**.

10. What are examples of each of the three Personal Triangle corners within your present work role?

11. Why are each of the three distinct corners or contexts so important to work satisfaction? Can one or two corners be very good, yet the other corner still be a serious problem? If so, what might be some of the implications?

12. Should one expect each corner to be perfect? ... or should satisfying one's needs and requirements in each corner be a matter of seeking optimal and reasonable compromises as related to

one's options and circumstances?

13. Are some items in corners so important to you as to be "Screamers!" ... in other words, are non-negotiable?

14. How does happiness and fulfillment within one's work relate to work performance? Thus, how might work happiness relate to one's work security and success? What about unhappiness?

15. Why is understanding the "negative factors" (what one does not want in their work, such as aversions and frustrations) as important to know and express as the positive factors (such as preferences, meaning, enjoyment, strengths and aspirations)?

16. How can the "Flow" and "MPS" frameworks aid diagnosing work satisfaction? How often are you presently in the Flow zone, ...the A-zone? ... the B-zone? What can you do to escape the A-zone? ... the B-Zone?

17. How can the The Personal Triangle be used by an organization to become better at attracting and keeping workers? Conversely, how can it be used by workers or candidates to become smarter in seeking and choosing the right work roles, advancements, career paths and workplaces?

Work Relationship Quality

The **Organization** perspective

The organizing principle or frame-

work enabling one to better understand the organizational perspectives of work role relationship quality is known as **The Organizational Triangle**™." Its three corners consist of **outcomes**, **resources** and **risks** .

18. The organizational view of work role relationship quality is totally different from the worker's personal viewpoint. Why is this? In the Personal Triangle it is often desirable to "amplify" each corner as reasonable; however, in the Organizational Triangle, amplifying is desirable in one of the corners, yet in the other two, the organization seeks to minimize them. Why?

19. What are examples of each of these three "corners" in your work role?

20. What might be important factors within each of the three corners of the Organizational Triangle that are lurking unnoticed or not being adequately considered? How can this lead to problems and unwanted surprises within work relationships?

21. How is time an important resource for an organization? What are examples of how time may be applicable to the quality of your work role relationship?

22. What does "R.O.I." mean and why is it so important to most organizations? ... how does R.O.I. relate to your work role's Organizational Triangle and the quality of your work role relationship?

23. How does a worker's or candidate's knowing, accurately and constantly satisfying the

Organizational Triangle for their work role relate to their work security, workplace competitiveness and to one's personal career marketing?

24. What is the best way to get an organization to respond to your personal needs (i.e. what is the most powerful "career fulcrum" you can apply for leverage to satisfy your Personal Triangle needs)?

25. Why is the power of choice seen as so vital for the health of work relationships and to each party achieving what they seek? What must each party do to ensure they can enjoy the power of choice? How does this relate to a free marketplace of competing goods and services and its impact on quality?

Work Relationship Quality
Expression & Illumination

Soon you'll begin using "**rpCamera™**" to create a "monthly snapshot" of your work role relationship's quality. Each party will briefly go online monthly to candidly express their perspectives about the quality of their work relationship. This is done in a quick, simple, and easy manner regarding their respective "Triangle corners." The more honest and direct each party is, the more both may benefit. **After both** parties input their information, each will be able to see "the full and current picture" of the relationship for that month. This view of relationship quality is called a "**QR Snapshot™.**" As the months pass, each party will also have a "QR Lifecycle," which reveals patterns and

trends of work relationship quality across time. **rpCamera** is one of many components of **rpPaq™** and is a service independently owned and operated by General Talent. These third party services are **neutral and are offered without either organizational or personal bias.**

26. Can you envision the many ways that each party benefit by candidly expressing viewpoints about work relationship quality and being more informed about this quality on a regular basis?

27. Why is QR Snapshot considered to be "the vital sign" as to knowing work relationship quality?

28. Even though QR Snapshot provides information regularly that is important and valuable, it in itself does not make work roles better (just as knowing one's high blood pressure or cholesterol doesn't in itself solve the problem). How must we utilize this vital information together to ensure better work?

29. What questions, inhibitions or concerns do you have about rpCamera, sharing viewpoints or the nature of the process at this time?

Work Relationship Quality
Dialog & Agreement

From time to time either or both parties may desire to improve, modify or repair their work role relationship. The best way to do this is by constructive dialog. Dialog should produce **agreement** of each other's needs and establish each other's accountabilities within the work

relationship they desire. **rpPaq** can facilitate dialog with a tool called the **rpMat™**. Additionally, you will have an online tool for work role collaboration and agreement called **rpWeaver™**. You will find rpWeaver at the same online site as rpCamera. Again, these are **neutral, without any bias to either party and designed to benefit both.**

30. Why is dialog and maintaining agreement generally seen as essential for validating each party's needs as to relationship quality? ... for establishing each other's shared accountabilities for the performance of every work role function?

Learn more

Visit these online resources

Career Fulcrum
a good place to explore rp's foundational organizing principles

rp QuickGuide
a 4-part series to quickly learn "the essential basics" of Relationship Performance

Also, if you have not done so already, we encourage you to read:

Work's A We Thing!

rpDiscussion Assistance

For help in creating effective discussions in your workplace talk with an expert:

e-mail to set a phone appointment

Note: This is a printable version of this guide. Please visit:
http://www.rppaq.com/Discussion_Guide.html
to access the resources above