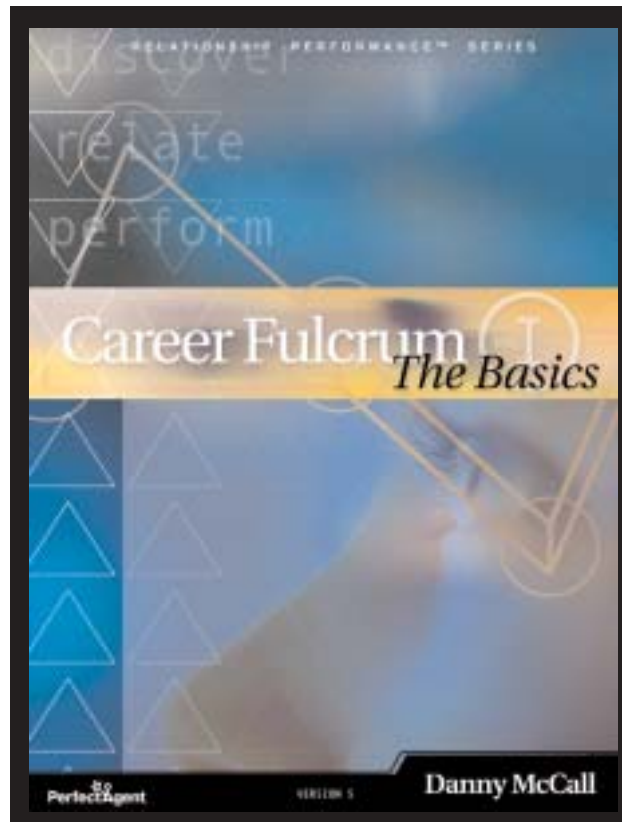


Career Fulcrum Vol. I

excerpt from Chapter 3

The Organizational Triangle Framework



This is an excerpt from *Career Fulcrum Volume I: The Basics*.
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“The greatest secrets
are written on billboards.”

—Daniel Quinn

Organizations are different from you and me.

Organizations are totally different from people in the most elementary ways. We humans come together collectively to form an organization. From early ages of human existence we have come together to do what we can't do alone—first as tribes and more recently in the legal constructs of “incorporations.” Thus an organization has a “collective mind” and is



BRAIN FOOD

Knowing the Organizational Triangle gives you a very potent formula for knowing how to get the attention of an organization and influence their response. It also helps to know marketing fundamentals. One of the best ways I know to get right to the essence of selling and marketing anything, especially yourself, is described in the classic marketing guide by Theodore Levitt of Harvard University, ***The Marketing Imagination***. Solid, proven, timeless marketing fundamentals are presented concisely and are easily accessible to the lay reader. With this and knowledge of the Organizational Triangle you'll be well prepared to begin to get the results you want!

purely an “outcomes-focused community.” It exists solely for a narrow purpose. It is an environment inclusive of people, but it is not a person—it does not act like a person nor is it motivated as a person would be. This means that each party, to be most effective in the relationship with each other, must consider and respect the differences. Only then can they communicate effectively and motivate each other.

Organizations' narrow purpose or reason for existence is often called their “charter” or “mission.” A group of people unites to form and sustain an organization that has an agenda, a purpose and objectives. It exists, in most cases, because people united can do and enjoy what people can not achieve as individuals. Thus, while an organization is clearly comprised of people, it is in fact an entity in its own right, very different from you, me, or any other single human.

Understanding these formidable and fundamental differences is critical to your being able to realize the needs, desires, and objectives that you have described in your present and future Personal Triangles. Ultimately, as a person in the talent marketplace, you will use the ***Organizational Triangle*** as your guide for what you will “sell” or “propose” to an organization, ***for it will be the only “product” of yourself that is meaningful to the organization***. Conversely, the needs, desires and requirements of your ***Personal Triangle*** will be what you gain or “charge”—this is your “fee” for providing and delivering that product. This simple, reciprocal, two-way concept is loaded with new possibilities for you to enjoy. Frankly, many people are far too self-centered and short-sighted to recognize that only through serving others will they be able to gain what they seek.

Your Personal Triangle framework defines what you desire, require and prefer from a role. Reciprocally, the Organizational Triangle framework defines what an organization desires from that **same** role, as shown in *Figure 10, Perspectives of the Personal and Organizational*

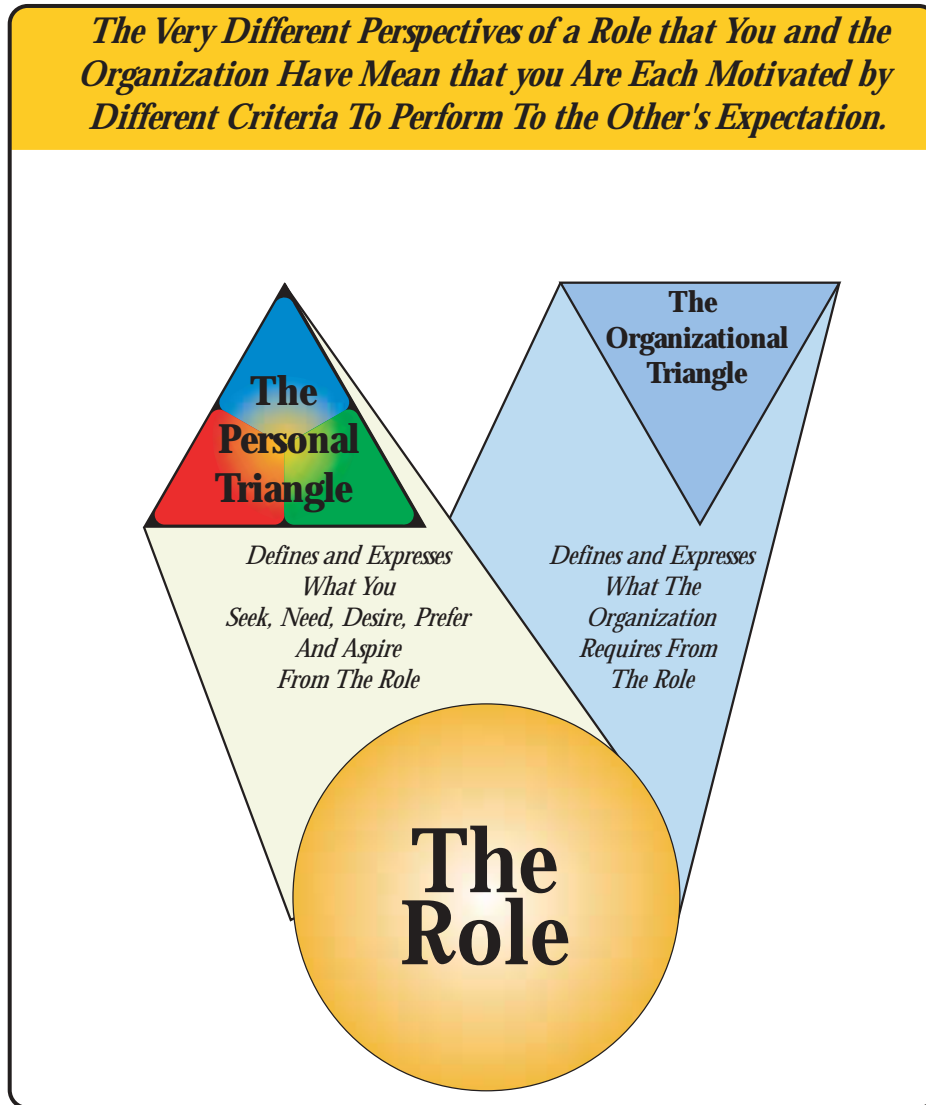


Figure 10 — Perspectives of the Personal and Organizational Triangles

Triangles. As you’ll see in this chapter, both parties have entirely different needs...in fact, they are incredibly different! That’s ok, for that’s often the way it works best!

To begin to appreciate a few of the many differences, take a look at the two columns in *Figure 11, The Contexts of Individuals vs. Organizations.* As you see in this figure, you are personally motivated largely by psychological and introspective needs across a variety of personal perspectives, whereas

organizations act largely in the sociological, extraspective and rational processes with singular focus upon their charters. (An organization is literally and purposefully “narrow-minded.”) Appreciating even the simplest of these differences offers huge, positive implications for you and for the organizations where you participate. Generally, people do not have personal investors, boards of directors, P&L statements, annual reports and sole charters or singular focus and strategy. Organizations generally do not have brains, bodies, minds, families, hobbies, and lifestyles (although we often seem to believe they do). They are

<i>People and Organizations Can Be Very Different In Basic and Complex Ways!</i>	
<i>The Individual</i>	<i>The Organization</i>
Psychologically Centered	Sociologically Centered
Introspective	Extraspective, with Hierarchies & Networks
Subjective Reasoning w/ Multi-Dimensional Goals	Objective With Economic/Transactional "Charter"
Dream & Aspires Without Boundaries	Develops Within A Boundary (Charter)
Seeks Fulfillment Across Many Dimensions	Seeks Success In "Charter" Objectives
Defines & Values Qualities Of Life	Defines & Values "Charter" Objectives
Pursues Personal Growth On Many Fronts	Seeks Growth & Expansion Only Within Charter
Seeks Financial & Non-Financial Rewards	Seeks Positive Returns/Profit On Investment
Takes Risks & Has Fears	Avoids & Manages Risks
Enthusiastic And Energetic	Strategic, Tactical, & Resourceful
Thinks, Deliberates, & Converses	Researches, Plans, Budgets, & Measures
Acts, Interacts, Engages, Creates	Collaborates, Executes & Implements
Has Preferences	Has Priorities
Has Personality	Has Culture
Aspirations/Resistances/Avoidances	Policies and Processes
Often Spiritual	Usually Insulates Itself From The Spiritual
Subjectively Ethical	Imparts Community Ethics of Interest
Subjectively Moral	Seeks To Confine Itself Within Laws
Perceives, Has Curiosity, Creativity	Stays Informed, Has Recon, Intel, R&D
Intuitive/Instinctual	Derives Information From Data
Visceral/Emotional/Intellectual	Knowledge/Administration
Rational/Irrational	Prefers The Rational
Logical/Illogical & Finance Peripheral	Logical & Finance Central
Various Motivations and Spontaneous	Gains and Sustains Inertia/Momentum
Operates In Family Across Life Span	Operates In Stakeholders By Business Plan
Operates In Friends Across Life Span	Operates In Customers/Suppliers By Agreements
Seeks Play, Entertainment, Recreation	Seeks Deliverables and Outcomes
Operates In Multiple Communities	Is Community With Super/Sub-communities
Single Worldview/Perspective/Philosophy	Diversities In Worldviews, Perspectives, Philosophies
Personal and Relatively Inclusive	Collective and Relatively Exclusive
Wealth Is But One Motivator	Wealth Building Is Often A Key Motivator
Sometimes Competitive	Often Competitive
Ages, Matures, Grows	Can Be "Ageless"
Core Person Seldom Changes	Can Often Re-invent Itself

Figure 11 — The Contexts of Individuals vs. Organizations

legal, social and/or enterprising constructs for narrow, contextual purposes. This concept is so obvious, yet so unrecognized by most of us.

Just as the earlier chapters of *Career Fulcrum* dealt with the importance of separating who we **are** from what we **do**, it is equally important to differentiate and separate “people” from

“organizations.” By pulling these elements apart and addressing them for what they are, both we and the organizations we serve will realize a new universe of opportunities and potential together. (You’ll find there are many things I’ll try to “pull apart,” then in doing so, we’ll reassemble them in a way that will work better for you!)



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