

## **OKA Workshop Exercise Output: Organization and Team Culture Indicator (OTCI)**

The Organization and Team Culture Indicator (OTCI) is a tool that applies Carol Pearson's 12 archetypes (patterns of meaning, context and motive) to groups and organizations. The following data were generated by a group of consultants and trainers being qualified to use the OTCI. The information makes the case for each archetype, suggests what each archetype notices and ignores, and offers ideas and techniques to access or activate each archetypal story.

The organizational archetypes:

Caregiver	Everyperson	Hero	Innocent
Ruler	Jester	Magician	Sage
Creator	Lover	Revolutionary	Explorer

### **Caregiver**

Why and when needed:

Administrative systems, providing benefits and perks, office comfort (ergonomic furniture, equipment, family-friendly policies, generates loyalty, generates dependence) (Soccer moms, homemakers—and a family model are examples of this)

What is noticed:

Comfort, safety, happiness, compassion, attention to needs, welcoming environment

What is ignored:

Results, innovation, efficiency, capacity for burnout for the caregiver, growth, openness to challenge, aggression and assertiveness

How to access:

Comply and become sensitive to ADA (Americans with Disabilities Act) standards, set up a customer call center, personalize your work space with images and reminders of things and people you care for, lead by example, volunteer the group/team to engage in a caregiving activity (Meals on Wheels, Nursing Home, et cetera).

Movies:

Life is Beautiful  
Toy Story (Woody)

### **Ruler**

Why and when needed:

Need to get things done, impose order and structure and maintain compliance with rules and law

What is noticed:

Power, authority, results, status symbols, chain of command and rewards

What is ignored:

Humor, powerless people, human side, complaints, feedback, grievances

How to access:

Bestow, use and attach meaning to titles, organizational charts, controlling strategic planning and direction and status symbols like office size and location, assigned parking places, having a door (as opposed to a cubicle).

In a meeting (even those not co-located) the Ruler can be brought about or exercised by assigning who coordinates the meeting, control the writing of the agenda, control the facilitator or facilitate the meeting yourself, and be the person around whose schedule the meeting and work revolve.

## **Creator**

Why and when needed:

To create projects/services, improve the organization, and be a good outlet for energy (IKEA, Martha Stewart, home improvement shows and the Food Channel on TV)

What is noticed:

New, unique things or approaches, what is different, spontaneity, effortlessness, visual/colorful

What is ignored:

Practicality, efficiency, compliance, costs, routine, closure and loss, reality

How to access:

Reward creation, increase interaction, remove barriers, create a safe environment, toys, brainstorming, contests, art in workplace

## **Innocent**

Why needed:

Hopefulness, openness to step into unknown or to take risks and trust it will work out

When needed:

Starting something new, growing and evolving an organization, recovering from disaster

What is noticed:

Cheerleading, encouragement, the good, the learnings, the successes

What is ignored:

Dangers, threats to organization, others' pain

How to access:

Possibility thinking, positive thoughts, affirmations, identify hopeful ideals or goals and find supporting evidence/data, acknowledge another's pain then focus on learnings from past or the positive side, reframing negative to positive or potential.

Books & Movies:

Godfather (Michael Corleone's shift from Innocent to Orphan)

Forrest Gump

Anne Frank

Sound of Music

Annie ("The sun will come out tomorrow")

A Christmas Carol (Scrooge's Innocent is reborn)

## **Sage**

Why needed:

Understand history and meaning and truth of situation, research, to learn and develop and expert opinion

When needed:

Need repository of knowledge and factual information

What is noticed:

Facts, objective, concrete reality, truth

What is ignored:

Subjective evidence, emotion, passion, ways to connect people

How to access:

Reward and access autonomous contribution, use and display books, research, facts, need for information, objective truth, coach or teach someone

## **Explorer**

Why needed:

New possibilities, new answers, places, experiences and ideas

When needed:

New products/services and/or new brand identity needed

What is noticed:

Exciting and new possibilities

What is ignored:

Valuing what is, loyalty, risks involved with constant change, need time for fruition

How to access:

Breed dissatisfaction, allow freedom, push curiosity

## **Magician**

Why needed:

To transform organization, recognize the need for change, inspire new direction, generate influence/buy-in

When needed:

Any time there is a driver of change

What is noticed:

Synchronicity, attitudes and their impact

What is ignored:

Past, procedure, resistance/nay-sayers, data that suggests caution or more research is necessary, guru-like behaviors, sustainability issues

How to access:

Generate awareness of synergy, systems thinking, the need for transformation and/or consequence of no transformation; possibly recommend book on transformational change and success. Carefully document process and successes, including lessons learned to try to understand and de-mystify in order to replicate the "magic", use rituals, sacred and charged places and communities

Movies:

Bug's Life

Life is Beautiful

Dead Poet's Society

## **Revolutionary**

Why and when needed:

Move on, close down, fire someone, cut your losses, "it ends here."

What is noticed:

Dead wood, hypocrisy, out-of-date, inconsistencies

What is ignored:

Value in tradition, customs, rules

How to access:

Physically smashing or breaking things, allowing and modeling voice of anger to come up, have a purge day, play destructive video games

Movies:

Motorcycle Diaries

Zorro

Robin Hood

## **Hero**

Why and when needed:

Generate the energy to meet big challenges, survive, discipline, focus

What is noticed:

Tracks strengths and weaknesses, brief openings to capitalize on, details

What is ignored:

Destructive competitiveness, validity of other archetypal experience, human values and the law

How to access:

Competitive games, prideful games, visualizing victory (or defeat) ranking systems, reward victory, incentive compensation, warrior pose, growling (aggressive noises), watching hero movies, threatening loss (something to act against to prevent loss), physicality (anything to get in touch with physical power).

Shadow version of Hero and Everyman can lead to total objectification of the other—add Destroyer/Revolutionary to this mix, and you can get genocidal tendencies

## **Lover**

Why and when needed:

Impassioned, sees others as peers, finds common ground, sees deep meaning/enduring triumph of love, bridges events and people, connected and close, strong communication (verbal and physical), promotes enthusiasm, heals breaches, forms bridges where differences exist

What is noticed:

Identifies and promotes the look, style, beauty aspects, personal, and emotional

What is ignored:

Functional needs, setting boundaries, focus on results, conflict

How to access:

Place beautiful objects around, touch and hug, gifts, candy dish on desk, affirmation, compliments, expressing, "I like you."

Movies:

Everyone Says I Love You

Moulin Rouge

Don Juan de Marco

## **Jester**

Why and when needed:

Breaks tension, tells truth to power, tells difficult truths in a way that by-passes defenses, teaches other archetypes a lighter attitude, inventive—thinks outside the limits, excited

by/anticipates change, cajoles/coerces cooperation and makes it fun, ability to break large projects into pieces

What is noticed:

The moment, humor, what is funny

What is ignored:

Respect for custom, tradition, or rules, seriousness, fails to recognize vulnerability, fails to see seriousness or sadness or meaning

How to access:

Jack-in-the-box as a symbol, ride a roller coaster, watch comedies, laugh, play, post comics and cartoons, wear bright colors, role reversing activities, skits and gags, wear red clown noses, change or move to an odd or new setting.

## **Everyperson**

Why and when needed:

People to be resilient, not alone; common sense of identity, to combat uncertainty and danger

What is noticed:

Duty, realism, knowing your place, watching your backside, complaints, pain, disappointment

What is ignored:

Heroes, faith, trust, optimism, prima donnas, drama, heroics and individualism

How to access:

Establish level playing field, minimize status symbols, no special treatment, reward loyalty, longevity and compliance

Movies:

Forrest Gump (Lt. Dan)

Timex (the everyperson's watch)