OrgIQ
passion for people builds
systems for success

WhitePaper: Appreciation

Learning From Icebergs: Solving Issues Where They Arise.

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OrgIQ Manifest: Passion for People builds Systems for Success

Welcome to OrgIQ, where we are pioneering the future of organizational development by aligning business practices with the core of human essence. At the heart of our approach lies a profound belief in the power of harmonizing organizational structures with the natural dynamics of human relationships, psychology, and social interactions. We champion an environment where acceptance, relationships, and purpose are valued above traditional metrics of attention, coercion, and management.

Our manifesto is not just a set of ideals but a reflection of our lived experiences and successes. We have witnessed the transformative impact of fostering genuine connections, embracing individuality, and leading with purpose. OrgIQ is committed to sharing these insights, offering strategies that promote a culture of inclusivity, respect, and mutual understanding.

OrgIQ is not a new methodology; it's a small shift in perspective, with a huge impact. It's a movement towards creating workplaces where people feel truly valued and organizations achieve sustainable success by being profoundly human.

Join us on this journey to redefine organizational excellence, where every individual is seen, heard, and appreciated, and where companies thrive by embracing the true potential of their people. Welcome to OrgIQ.

Content

Intro

The well-known neurobiologist Gerald Hüther provides the problem and solution to the topic of appreciation in a lecture: "As long as I only satisfy my basic needs in a substitutive way, I remain a needy person deep down. And as a needy person, I am someone who always wants something from others. People in need always want something from others. They want attention, they want influence, they want power. Many people need recognition. *They always want others to recognize and appreciate them. This is all an expression of neediness. Unfortunately.*

And if I were no longer a needy person, then I would no longer need all that. And if I no longer needed all that, that I wanted something from others, then the time would have come when I could realize for the first time *how nice it is when I don't want something, but can give something.*"[1]

What does this have to do with the reality of business? At its core, it is the man-machine paradox. Since the Enlightenment, our world has become more materialistic and mechanistic, but we humans want to be human. However, our systems do not provide for this. The tools and metrics are missing. It starts at school (or even in the family) and then runs through the rest of our lives and systems.
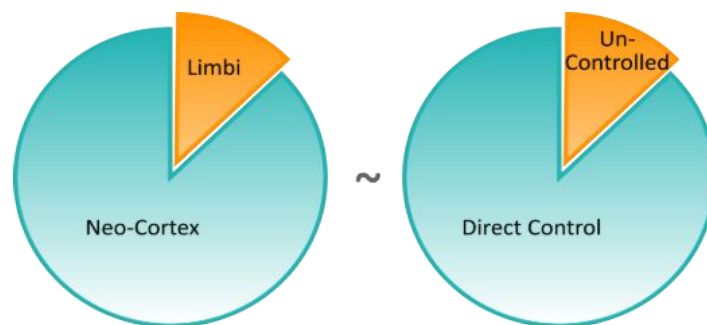

Figure 1: How we see the world! Put simply, the neocortex stands for logic and reason. This is the part that gives us a sense of security and control. We use limbi as shorthand for the limbic system, where our decisions are made. This part is associative and emotional. What happens there is hidden from us and is subsequently rationalized in the neocortex.

So if we are honest, our image of the world is determined by the fact that we want to be safe. And I am safe when I have control. I like what I can control. What I can't control, I ignore.
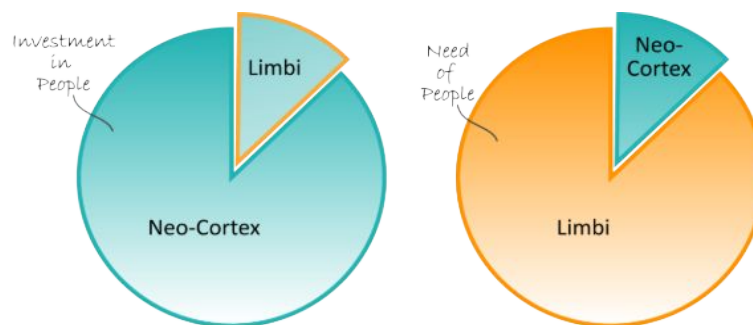

Figure 2: Satisfaction has an opposite distribution. It is the opposite of the world view of control. Model and reality are very different.

But we humans are built in such a way that our happiness, our satisfaction is found in the other part. And we have known this for a long time. The Stoics were probably the first to exhort us to see every day from the perspective of finiteness, so that we can understand what is important and unimportant.

When we talk about appreciation or humanity in general in any organization—businesses, families, clubs, churches—it's about broadening our perspective.

By focusing on what is visible, controllable, manageable, most of the causes of problems, but also the solutions, are right outside our field of vision.

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1   Lecture: https://www.youtube.com/watch?v=gbre5Hh2pvQ Wie du dich von emotionaler Abhängigkeit befreist | Prof Dr Gerald Hüther

If we declare our personal perception to be the full reality, then we leave 90% to chance. And we invest more and more in the controllable 10%, but the effect is only minimal.

When we talk about appreciation, we need ...

▶ A clear understanding of our basic (human, emotional) needs

▶ A system that addresses basic needs

 ▷ makes visible

 ▷ makes it achievable

▶ This has dramatically increased our perspective and our scope for action without us changing anything in the previous system; it is first and foremost a simple broadening of perspective

▶ Based on our new perspective, we can analyze and evaluate existing measures to understand where they are helpful and where they have high risk of harm

▶ All people in an organization can then move from deficit to abundance. This allows us to find mutual—genuine—appreciation.

▶ This is also the step from an environment that is perceived as hostile to an environment that is perceived as friendly. I start to trust. As a result, I need less energy to protect myself and my inner pain, which makes me more open to all topics of learning and transformation. Whether it is growth, collaboration or innovation.

Another exciting topic in the context of trust is dealing with fluctuation in the team.

Traditional thinking: Trust takes time. So if a team has now been formed and someone leaves or someone new comes in, then we start again from scratch. With many changes, trust can never develop. And Tuckman's concept (Norming, Storming, Forming, Performing) also very much supports this thinking.

This brings us back to "all models are wrong". And some are useful. But we need to know where they are useful and where they are wrong. We will only touch on this briefly now because it is not the core topic here.

Trust is first and foremost a part of relationships. It is therefore part of 1:1 relationships. So if we have a team of 10 people, then we have a large number (exactly 10!) of different relationships and "trust".

The other thing is that each person has a different basic trust based on their history and experiences. In other words, they have a different level of trust. This then only needs to be "maintained".

More precisely: if people have learned to trust, they will give new people a big leap of faith. This helps to maintain this level. If we take a scale of 0..10, then as a new member of the group I get a 6 or 7 as an advance. I just have to maintain it or I can improve it over time. But if we have a team with a lot of injuries or disappointment, then the advance is only a 2 or 3. And it's difficult and time-consuming to work your way up. (Which also has to do with the fact that most people don't trust themselves in such environments).

Only because of the overlap of the 10! individual trust, a trust model emerges in the team, because we know each other and know how far everyone can go.

Result: It is not the fluctuation that is the issue, but the basic trust in people.

Valuable Organizations

The Story

I come to you in the organization. You give me a badge and I can talk to anyone here. Regardless of role, position or rank. And every answer counts the same. And my question is very simple: "Do you love working here? When it's Sunday evening, do you look forward to Monday or do you remember that the rent and food have to be paid?"

So here we go. And it happens right at my first meeting. I only just get to the first part of the question "Do you love working here?"

And his face is already beaming. And it just bubbles out: "It's absolutely amazing. Great work and at the same time a place where we can be completely human. I have the greatest colleagues you can imagine. We help each other wherever necessary and we can do something. But I have a network of people that I can always ask, even across departmental boundaries. Because nobody can solve our issues here on their own. We always need a few clever minds. We also inspire and encourage each other. And then you should experience our management. I've been in many organizations, but the ones here manage to get the vision clearly into our heads. They live our values and give us the direction we need. And they help us to live them in every way. You know, in the pressure of everyday life, you can sometimes lose your direction in all the gray, and this clarity of direction that they give us is wonderful. We all need reminders that we are on the road together. I'm in the flow so much every week. Productive like never before and it's simply a joy. And it gets better every year."

Okay, I admit I hadn't expected that. I'm a consultant and assessor, so first of all I think there was obviously a good memo with the "right answer". A big compliment for that alone. Super internal communication and someone at least knows the right answer. Respect!

On the other hand, the eyes lit up and it didn't look memorized at all.

But after receiving the 80th such response, often with additional aspects, I know: this is real. A spirit of social professionalism. A genuine togetherness. This is startup-on-steroids with the resources of a corporation. Especially when it comes to changes and transformations. It's always clear how this serves our purpose. It's good for the system. That's how we learn, from top to bottom and from bottom to top. Everyone has their place and serves a common purpose.

I want to apply here immediately.

The Reality

Will this organization ever exist? Certainly not. We all carry far too much personal baggage around with us. We would also need therapy centers.

Is every step in this direction worthwhile? Absolutely. The closer we get to this vision, the less internal friction there will be, but above all the energy and desire to get things done will increase. Humanity and trust blossom, and we create so much more from this energy. Inspiration is much more than just an empty phrase.

There is also the social effect. With companies like this, society will thaw and become warmer again. With colleagues like these, there will be no more loneliness.

It is a vision of companies and society that will also put us back in a leading position on the global market. A positive unique selling point that everyone is welcome to emulate.

Is OrgIQ the only way to get there? Certainly not. Whoever has this vision is our ally. Many charismatic people are naturals and do it from the gut. In small and large organizations. Even in politics.

But in many places, systematic support is helpful. Why not take care of these issues—the human core of our organizations and our society—in a professional way?

Appreciative Organization

Let's Look Under the Hood of the Dream

The world view in which 97% of organizations were built in the past has a hard time dealing with people. We know that people work for us, but we prefer to talk about roles or "gears". The human element is not so tangible. *How can I describe trust in a process? How can I command openness?*

This also includes agility. A lot is already assumed in theory, especially when it comes to mindset, but methodical (systematic) support is still thin on the ground. It is more of an expectation than a complete provision.

Well, we don't want to moan here, but rather look at what we need to make the dream a reality. This includes a more useful image of people. Useful here means that it serves the vision. We need more human models. We want to harness the neural-social-psychological potential of the humanity of our organizations.

The image that is more helpful for organizations is—once again—the iceberg. We have the part of the human being that is directly visible and controllable. And then there is the "thoughts are free" part, which is beyond our control.

The *hard skills* are visible and controllable, which is why we have labeled them "hard", which here means "real". There is also the equally real part, which is hidden beneath the surface.

To fall back on the tried and tested, we divide it into the technical part and the emotional part. The technical part is visible, but is supported by the invisible part. And just as I have needs and skills on the technical level that need to be nurtured and developed, the same applies to the emotional side.

Here is a thought that we will need later: I reach every color in communication, only if I come from the same color. So with technical topics, I can come from the technical layer. From the visible to the visible, so to speak.

Emotionally, I have to come from an emotional contact. This can also be images and stories, but these are not for the neocortex, but for the limbic system.

I either have a relationship with them—genuine trust—or at least enough credibility that the story and images are authentic.

If we look in the literature (or ask ChatGPT etc.), we come up with a list of *soft skills* that we also know from human resource processes.

It's about communication, adaptability, problem-solving skills, collaboration skills, leadership, creativity, time management, conflict resolution and things like that.

The list varies by source, of course, and all of these things are valuable. Without question. But they are not really "soft skills". They are all topics that are directly useful. They are therefore directly needed in a technical environment. So they don't go so deep that we get to the human level. Because machines should also be able to do these things. And we certainly see this in artificial intelligence.

Figure 3: The old picture: there are also soft skills, but they are only of secondary interest.
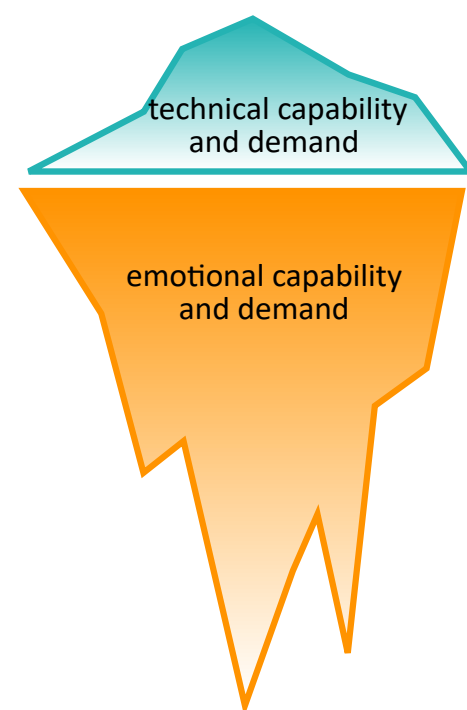

Figure 4: What we need and can do. We travel in two colors (worlds). But the lower one carries the upper one.

So what we are looking at here is just the interface between the *real soft skills (Deep Soft Skills, DSS)* and the hard skills. So we have to go one layer further down to make it really exciting. After all, we are on the way to our vision: how do we need to take care of the people in our organizations so that the vision becomes more real?

The basic idea is simple: we treat the underwater part just as explicitly as the above-water part. Both are part of the person. As humans, we can and should be weird (special), but we can still flourish and be orange. Toxic behavior only comes from fear and insecurity. A world view of pain. We can give that up.

That's what most people want. As soon as they know an alternative.

Everything that makes a workplace comfortable and cozy—nice offices, free coffee, great food, gym, table football, own hotel facilities for workation, company car/bicycle/train card 100, etc. are nice things, without question. But they do not create appreciation, they are just a counterbalance—a compensation—for everything that is not right. Cognitively, we are then satisfied on average.

That's why the "Great Place to Work" ratings are often better than the emotional reality. Here, too, we try to respond to the turquoise world. Our Neocortex responds. But our Limbi (the limbic system in the brain; the emotional and decision-making center that knows no language) is whining all the time because there is no average for it. Behind the rational mask, I'm unhappy and whining, but on the outside everything is great. As a rational person, I don't understand myself. I have everything, but still feel dissatisfied?

The specialists[2] are also a mirror of the organization: if I only value the shiny surface and it can be musty underneath without me caring, the specialists will be the same. They have a rotting core under a shiny surface. And a rotting organization can be recognized by the fact that they don't live their values consistently, but only where it's convenient.

Figure 5: What we often call soft skills are useful carriers of technology. It is more the interface between technology and the emotional world.

This will also be the case for skilled workers. We set the culture and the tone. If they are full of contradictions and embellishments, then everyone has the right to do the same.

We find patterns in companies that we know from the last 100 years of education: I expect an emotional regulation from my children that I have never achieved myself. That is training and not education. We expect so much from our children and at precisely those moments when we ourselves do the opposite. That doesn't work with children. And even less so in our organizations.

Note: No matter where I have worked or looked in as a consultant: There were always wonderful role models! But the problem is the bad apples. Because if I leave an apple box to its own devices, one rotten apple is enough to spoil all the others. Except for a few very robust ones. An organization that does not look at and actively shape the lower part of the iceberg, but lives according to the principle of hope, will turn into a crate of rotten apples. Except for a small remnant, which is the Gallic village.

In small organizations, there is more courage and closeness to address such issues. When there are more hierarchical levels and distance, it becomes difficult. Then the crowing issue starts, this "one crow doesn't peck at others". The thought is then "My career is more important to me than his/her values ... so I won't interfere. After all, they are big themselves." That's the end of *accountability*. The more I have to lose and there is no relationship, the more indifferent I become. The start of the downward spiral.
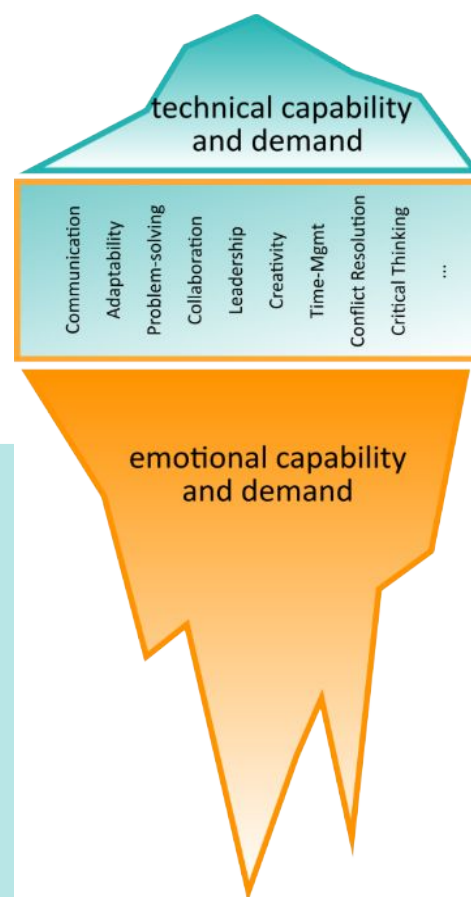
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2   We use the term specialists to make a systematic distinction between employees in the structure (management) and employees in productivity (specialists).

So What are "Real Soft Skills"?

The list is certainly longer, but genuine soft skills, or DSS, include integrity, trust, empathy, authenticity, accountability and more.[3] These things can often be found in the list of cultural values. That's why it's a good idea to have these elements on your radar. Because we want these values, but I first have to develop the ability to live them. This applies to every person in the organization, but also to the organization as a whole. This requires a shared understanding of what these things mean and what it looks like when they are lived.
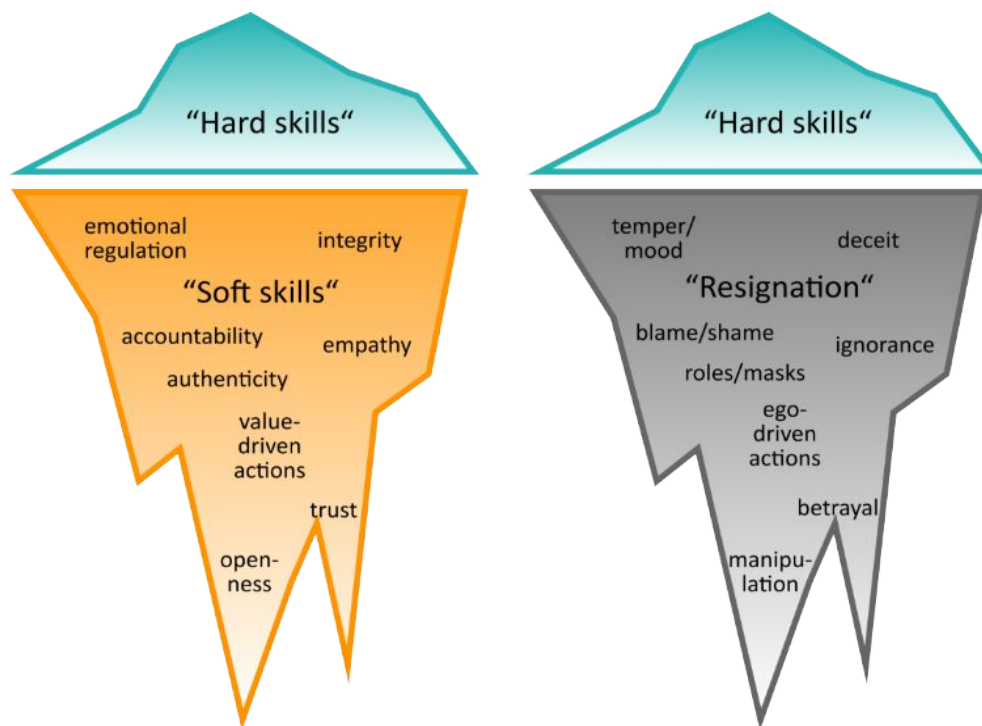

Figure 6: Both are possible. If I am open, then I have the emotional ability and it will also show up. There is a counterpart for everything in the world of pain. And that's the tragic thing: in turquoise, both can look very much the same. I only realize late on what the driver is. Are we going in the same direction, or is everyone doing their own thing and playing nice? (We also notice from the idioms that this is not a new topic).

And after understanding comes practicing and learning together. We need each other to say "hey, that's not going so well for you yet". And being able to say—and hear—this requires a lot of trust. What this ideally looks like is shown in the illustration at the top left. The problem in practice is that I can have this expectation for every person in my organization, but that doesn't mean it's a reality.

To put it bluntly: there are very few of the people in orange. Very few and getting fewer. That's why we have the coldness and loneliness in society. That is also one of the reasons why we as organizations have to take care of it. More so than 70 years ago. The challenges shift and change with the generations and social movements. We as organizations suffer from this. But also as an economy. International competition is an important reason to do everything we can to increase our competitiveness.

Without going into detail here, it is important to understand that all these "skills" (the DSS) can be available in two variants. In orange or gray. Which means either from a perspective of ability, creation and hope (orange) or from a perspective of hopelessness, fear and resignation (gray). I am trained in the skills, or not yet.

To bring our vision to life, we need a clear understanding of how I can see which person is where. Who is orange and who is gray? I also need language and even metrics for these topics. And as with values, it's worth focusing on a manageable number. We can't change everything immediately.

In reality, it is a color gradient. But a world view will prevail. And if we know the world view, then it doesn't serve to condemn these people, but to support them in developing their skills.

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3   For a more comprehensive insight on the real soft skills, please see https://orgiq.org/wp-content/uploads/2025/07/OrgIQ_DSS-CheatSheet_Release_EN.pdf

How Can I Show Appreciation?

New Instruments

Let's go back to our vision. If a person came into this organization who was completely gray on the inside, it wouldn't be long before we would see radical change.

Why are people gray? Because they want to be? Because they are stupid? Because they are evil?

Mostly not. They are disappointed. They have resigned. It was probably the idealists, with the greatest hope and perspective, who were disappointed time and time again. They wanted to believe, but there was no credibility.
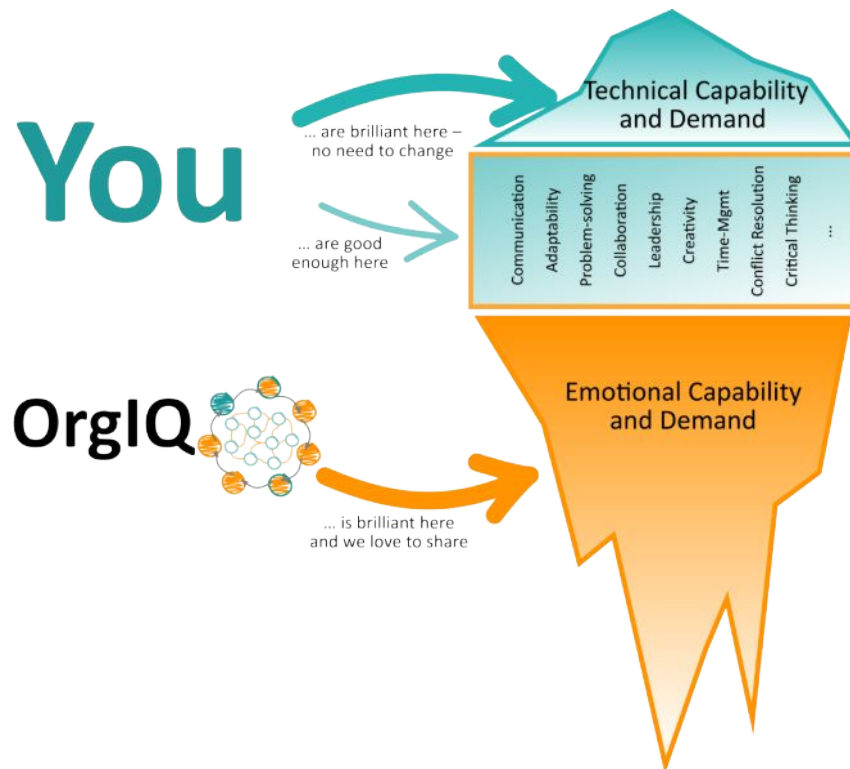

Figure 7: We only additionally strengthen the foundation. The three layers: visible, connecting, invisible. The interface is not the focus, so we can distinguish the material layer from the emotional layer, or we can see it as technical versus human.

And therein lies the solution. If I want to live appreciation, then I have to be credible. I have to actually see the other person as valuable.

To do this, I have to see the person. Or better still, see, hear, understand and touch them. And since relationships are always reciprocal, I must also allow myself to be seen, heard, understood and touched.

When we talk about "value-estimation" and "value-creation" and all other words with "value", we are talking about values. We have to look at both worlds: technical and human. Or material and emotional.

When we talk about value in the classic approach, we focus on the material. And just like our entire society, in our thinking we try to compensate for what is lacking emotionally or humanly through the material. So we describe emotional values, but live material ones. This leads to confusion and conflict.

We can also see this in the structure of evaluation concepts such as Great Place to Work. They are based on compensation mechanisms. And it's a good sign that people are saying: "Hey, I have a deficit in the emotional, human area, and it won't go away with better food and a great monitor."

The popularity of working from home (mobile working) is a sign that we want less compensation. We want to be human. And the moment we bring technology and people together, we no longer need the escape. So the question of appreciation needs an additional answer in the emotional and human sphere. And that has to be personal and honest. I can't automate that.

That is the basis for every contact. I leave the roles behind me. I also no longer slip into a role in crisis situations. Especially when it comes to accountability, I have to meet the other person as an authentic human being. It can only be a mutual reminder.

So if I want to reach the orange, then I have to come out of the *orange*.

This applies to all the examples shown in the illustration. Emotional regulation is certainly one of the most important, but it's also not easy. Because it's about learning to perceive feelings. Because suppressing or superimposing feelings is not regulation.

And only when I can deal with my feelings well and sensibly can I act as a complete person. And that is the prerequisite for being able to work on my emotional competence. In organizations, we often wear the "professional" mask. Especially when it comes to difficult situations with people. This kind of professionalism is just a dehumanization. I do things that I can't do as a human being. That's why I slip into the role of "professionalism". We've seen this throughout human history and it's never been a good idea. And in fact, everything I have to do, I can always do in accordance with the values. What I can't do as a human being—i.e. in harmony with values—I simply shouldn't do. That's what values are there for, to make us realize that not everything is a good idea.

Back to appreciation: Appreciation is a basic attitude and is aimed at people. A role can never experience (orange, i.e. emotional or human) appreciation because it is—by definition—interchangeable.

Appreciation is the desire for meaning. I as a person make a difference. Therefore, this part of appreciation can only be personal. That's why it's about the day-to-day experience. I am appreciated when I am gratefully (!) seen every day. By people who I can also see. Who show themselves and don't just revolve around themselves. Because if someone has no meaning and looks for it on the outside, then that person can't give meaning either.

The image of the goose with the golden eggs fits well here: the focus must seriously be on the well-being of the goose. So credible that I would take care of the goose even if it didn't lay any golden eggs for a day or a month.

And only relationships can achieve this. As soon as the focus is on a person's benefit, appreciation no longer works. This is also the case with all instruments that are broad-based. All watering can instruments are nice, but they don't reach us at the point where we are looking for appreciation.

The best place to receive and give appreciation is through personal networks. And we need to promote and empower these networks.

Existing Instruments

With this understanding, we look at previous practice. So we know that everything that comes from turquoise will remain in turquoise and will not reach orange.

What comes out of the gray makes gray. And what goes into gray—so the recipient also plays a role—will remain gray. If orange sends to gray with patience, it will change something. We've already seen that above. But that takes a lot of time.

Remember: gray is gray because it has been disappointed so often. Gray is not angry, but resigned. Gray has lost hope (orange). Grey is cynical, sarcastic and distant because it doesn't want to be hurt again. That's basically it. If gray experiences trust, this can lead to new hope. In combination with power, however, it can also lead to great betrayal. That's why power is generally a bad idea for our vision, because it strengthens the gray world. And bad examples radiate far and wide. In the invisible part of the iceberg, other laws apply. Above all, there is no average. Only the *worst-case* scenario counts.

And this brings us to a problem of practice: even the greatest tools are really "toxic" (dysfunctional) if they are used for the wrong reason. The problem with being human is that it's not what you do, but why you do it.

The instruments themselves are neither good nor bad. I just have to use them with the right attitude. And they have to address the right level. Otherwise I will do more harm than good. And I have to look and learn who is made for it. And which other structures collide with it and lead it ad absurdum.

Let's go through a common catalog of tools that we find in a large number of organizations. We have used literature, internal processes and job advertisements as sources.

The direction of the measures is top-down. This is how they are defined in order to systematize them. However, this direction also entails limitations and challenges.
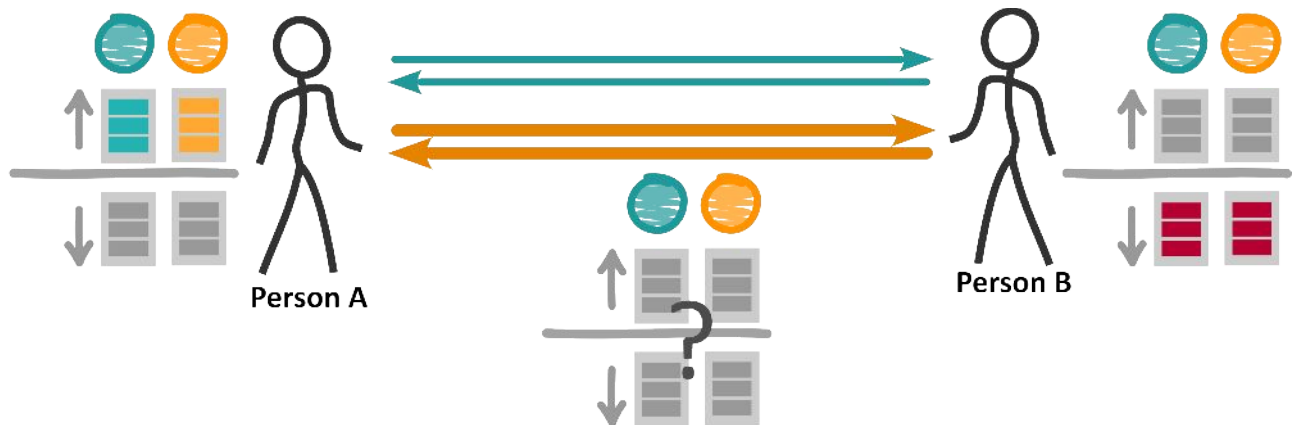

Figure 8: A simplified model of the dilemma: Here we have represented the inner status as a kind of "charge level". Person A as the positive extreme and B as the negative. The truth usually lies in between. Each method reacts sensitively to the direction and is dependent on the "charge level" of the sender and receiver. That is why we are not making a complete analysis here, but only pointing out individual problems.

In the assessment, we therefore look at the different levels (turquoise and orange/gray), as well as the world views (orange/gray). I have not yet seen either dimension in internal human resources processes. We don't work on this level because we are unsure about it. And that's why so many well-intentioned approaches backfire. It is also the reason that Human Resources tends to be ridiculed. Specialists mistrust them and managers are also alienated. It is usually a world of its own, which is what marketing does in the war for talent, but has little meaning in the reality of everyday life. The fact that the term Human Resources is still predominantly used creates mistrust among specialists because it means that only the turquoise part of my iceberg is seen and served. Changing the name to Employee Relation or People & Culture can be a first step. But the renaming must be followed by a radical change. If this does not happen, the trust of specialists will be lost.

This consideration alone shows that it is a very sensitive topic. It feels like a minefield. I can't replace social structures. Wanting to replace relationships with structural mechanisms is a form of compensation. Prostitution, to be precise. And that goes down badly with us inside (orange, emotionally, humanly), even if we are used to it from an early age.

Now to the instruments and what they achieve.

Financial incentives

These include salary increases, bonuses, profit sharing and other financial benefits that directly recognize the material value of work.

Rating: These incentives are good and important. But they work at the level of results. They are turquoise and only affect the turquoise in the recipient. It is important that I only reward things that are also compatible with values. This is not always easy. Then they can be important instruments for managing and strengthening values and purpose.

If we see it as a measure of appreciation, we have a material mindset. We appeal to the comfort level of skilled workers. I don't give appreciation directly, but I increase the opportunity costs for the professionals to leave the organization.

The best test is actually quite simple. Just a thought experiment, of course: In the annual review, you should offer each employee €100k and a comparable position at another organization. If possible, a company that is perceived as even more attractive in the industry. And a comparable position, the same pay, even better food, all these things.

And now the question: who would stay? Who has something at your company that is worth €100k to them? And what is that?

Recognition programs

Many companies have established formal recognition programs that honor professionals for outstanding performance, innovation or years of service. These can include certificates, awards or public recognition at meetings or company events. They also include rewards for length of service.

Rating: The generation certainly still plays a role here. For baby boomers, this can actually be appreciation. For the following generations, it tends to be the opposite. If the recognition comes through a personal channel with a high level of trust, then it has value. For everyone. However, if it takes on the character of a form letter, which is almost inevitably the case above a certain company size, then it is sent with good intentions but arrives "gray". Even worse if it comes via a direct channel where the relationship is strained.
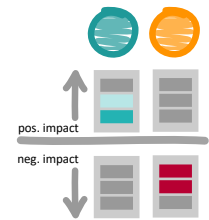
We must understand that no manager can have the same open and credible relationship with everyone in the team. This is nobody's fault, it's just not how we humans work. This is a turquoise expectation of managers that no human being can live up to. And only where this relationship exists can appreciation be conveyed. At least in the post-human resources era. And that began after the baby boomers.

Flexible working hours and home office options

Flexibility at work shows professionals that their time and well-being are valued. It allows them to achieve a better work-life balance.

Rating: An important tool for everyone from Generation X onwards. This is perceived freedom and life design. This can express trust if it is also lived through personal relationships with management. Otherwise it is an escape from micromanagement. Often it's just "less gray" at first. Making things less bad is an important step towards recovery.

As a counter-effect, this can lead to a weakening of personal networks. Above all, it is much more difficult to build up these personal networks.
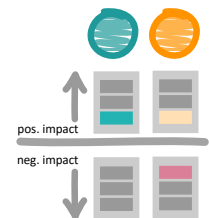
Training and development opportunities

Investing in the professional development of specialists through training, workshops, conferences or further education shows that the company is interested in their career and growth.

Rating: This is predominantly turquoise. Most training courses focus on hard skills. If soft skills are addressed, then the immediately useful ones. There is rarely anything on offer for the deeper layers, the deep soft skills. There is hardly anything on the market and even less in the organizations.

However, when these are addressed and developed, it has a strong orange effect. Emotional skills can grow, and topics such as emotional regulation are game changers. But only if they change at all levels of the organization. As long as we have traditional hierarchies, we cannot overestimate the role model function. We will find in the professionals what is lived in the hierarchy, not what is said.

Feedback and communication

Regular, constructive feedback as well as open and honest communication channels signal appreciation for the opinions and contributions of the specialists.

Rating: This can (could) be a powerful tool if it is honest and reciprocal. This tool is an amplifier. If both are orange, it will be good. If one side is gray, it causes the opposite of what was desired.

To do this, however, we need to understand that openness is probably one of the most difficult values of all. Openness is a relationship builder, but much more than honesty and transparency. And openness is bidirectional. I can only demand openness if I live it. And openness is the end of politics, *hidden agendas*, ego and talking about others. Openness brings *accountability*, based on relationship.

> Here, too, the check (to everyone): Do I talk about people when they are not present? If so, do I inform them afterwards/beforehand what I will discuss/have discussed with whom?

As these are very high standards and we all struggle to meet them, these discussions quickly become a farce. A political discussion behind masks and walls. Yes, it's always been like that, but it's a big risk in the search for genuine appreciation. If I have an orange-orange relationship, then it's great. Otherwise it gets very gray.

Health and wellness programs

Offers such as company fitness, health checks, psychological counseling or even relaxation rooms in the office demonstrate care for the physical and mental well-being of the workforce.

Rating: First and foremost, it is an increase in the opportunity cost of switching. I don't want to miss out on all these amenities. So I'm staying for the wrong reason.

Taking care of physical health is super valuable. If we also support mental and emotional health, then it's an orange share. However, this exists outside of the work situation. So it's not directly relevant to work. The worst-case scenario is that I do my meditation with the in-house psychologist and then go back to a dysfunctional team.
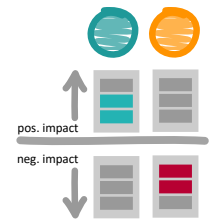
> We make the remaining instruments a little shorter. The principle should be clear. We will also leave out the rating charts.

Additional company benefits

Additional benefits such as company pension schemes, accident insurance or subsidies for childcare costs increase the financial and emotional security of skilled workers.

Rating: The issue of security is definitely relevant, but at the same time it increases the opportunity costs of switching. It is not appreciation, but rather "venality".

Team building and corporate events

Events such as company parties, team outings or joint leisure activities promote cohesion and the feeling of being part of a community.

Rating: All these instruments are an amplifier of the basic situation. If I am orange, these instruments can strengthen my world view and promote appreciation and connectedness. If I am gray, this is reinforced.

Working environment and equipment

A modern, ergonomic and pleasant working environment and the provision of high-quality work equipment show that the company invests in the well-being and productivity of its specialists.

Rating: This is something that makes the work more beautiful. But it's turquoise in nature and will work there too. It's still good, but not an appreciation.

Personal recognition

Simple gestures of recognition, such as a personal thank you from superiors, individual notes or celebrating personal milestones, can have a huge impact on employee motivation

Rating: Here, too, it depends on the relationship. It's another one of those amplifiers: if both are orange, we achieve the desired effect, if one side is gray, we achieve the opposite. Because if there is mistrust, then this mistrust is reinforced. One side is enough. If the sender means it dishonestly (is gray), then the receiver feels it. I say "sense" here because that is the domain of the limbo. Our limbs know (if they are in order) what is going on in the other. If the receiver is gray, then everything is received with suspicion, even if it is honest. It only works if it is absolutely genuine and believable.

In an open and honest relationship it's great, otherwise it's an aggravation. That's why it's so important to know what the "inner color" is. From the professionals and the management. Without that, we can't predict the effect. And leaving it to chance is very expensive.

Observation

We have had this topic on our radar for years and have an incredible number of instruments. The "golden watch" to say goodbye after many years of service has probably been around for 100 years. The only problem was that we had the image of people as cogwheels. And organizations are not clockworks.
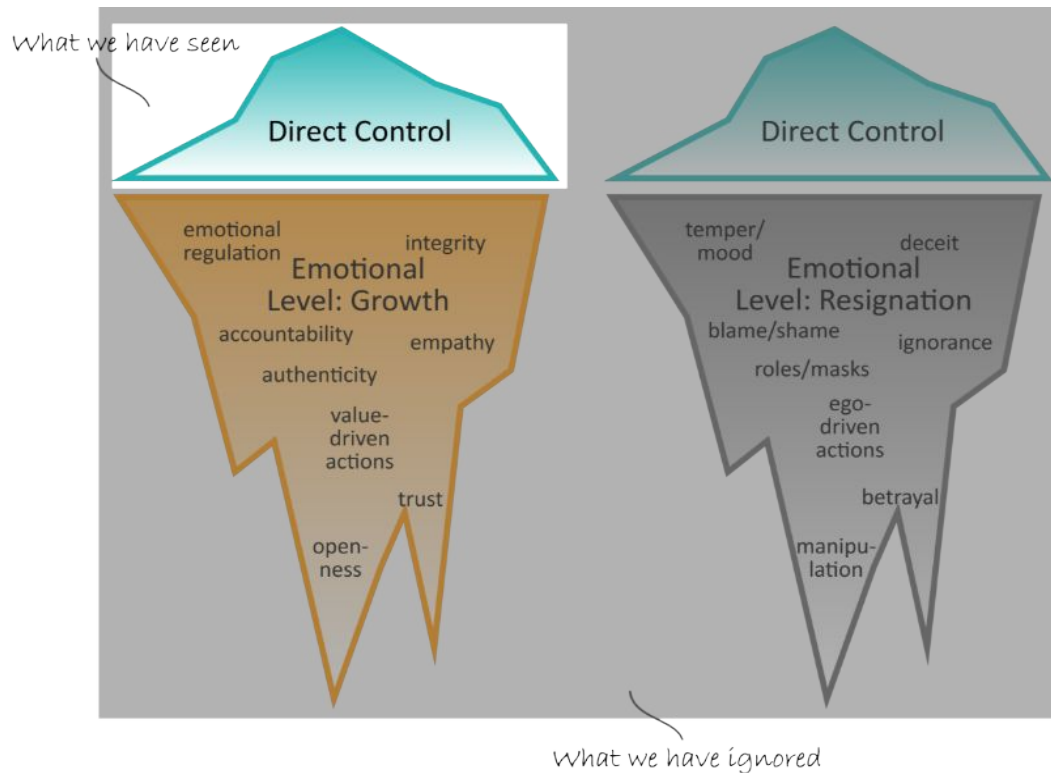

Figure 9: The old model of the world and how OrgIQ sees the world and people. The more we see, the smarter we act.

As George Edward Pelham Box once said "Basically all models are wrong ... but some are useful." And this model of the world we had was useful, but incomplete. And the more we search for our humanity, the more we realize what we haven't seen.

And it's not bad at all. We can't change the past and now we know more and start to act like it.

Summary

The longing for appreciation is human and actually not easy to solve. We are well positioned for turquoise (technical, material) appreciation. We just have to bear in mind that some instruments can have side effects.

Orange, emotional, human appreciation, on the other hand, should be completely removed from the hierarchy and placed entirely in the personal network. There are already a number of tools for this from Management 3.0 and other sources. It is important to have a common understanding within the organization as to why I need to do things differently. Then I start to see more consciously the difference between what I want to achieve and what I actually achieve.

We also need to look at the orange/gray parts: If we ignore 90% of our humanity, then we all feel unseen, unheard and un-understood.

Every single fear, story and insecurity has a reason. If we don't take the time to analyze these reasons and see the real opportunity for development and improvement, then everything changes. But that also applies to everyone. Do we have the courage to do so?

If we don't, every new sow will be driven through the organization with power and credibility will dwindle more and more.

In modern organizations, however, it is not necessary to put ourselves under
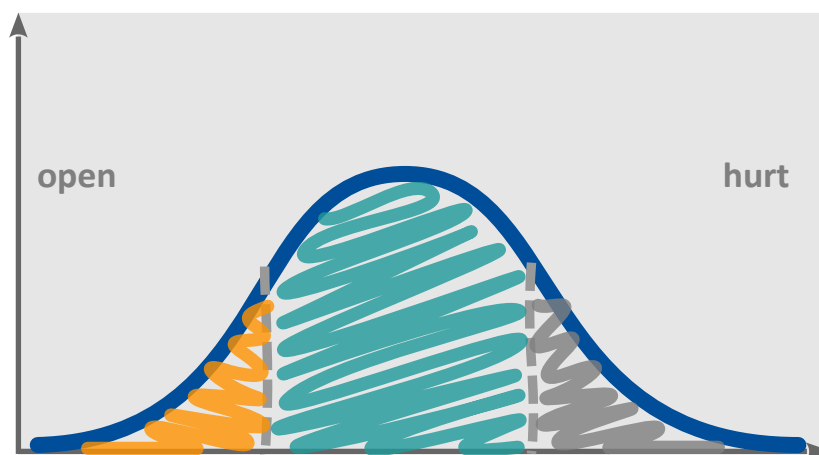

Figure 10: Normal distribution again. This time between the people who have inner access (orange; i.e. those who know and live their identity), the vast majority in unconscious inner separation or brokenness (turquoise) and then the people who are aware of their inner pain but are still at its mercy. It is important to understand who is where. Only then can we find the right instruments.

this kind of stress. The first step is simple (not necessarily easy): **we, as part of the hierarchy, stop breaking things out of insecurity.** Maybe some of these emotional issues are just not our thing. Then we hand it over to people who like it and can do it. If we have bridge builders in our teams, they'll do it anyway. And now officially and with our support. These incredibly inflated expectations of management must stop. They are people too and should be treated and deployed as such.

We have many truths side by side. That is the nature of complexity. There is no one right or wrong. It's not that easy in complex systems. There are countless ways to live our purpose. We just have to help ourselves not to make life difficult for each other. In the past, a lack of purpose (the why and what for) was compensated for by more how and what. This is also the background to mi-
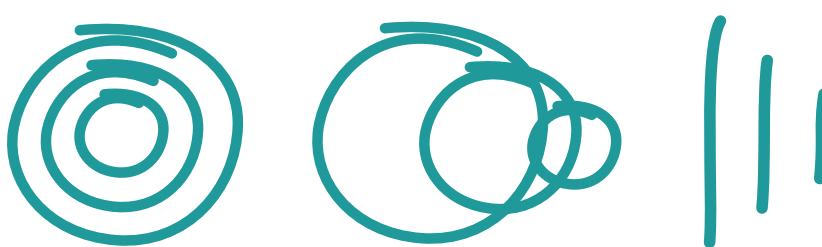

Figure 11: Every system has different truths. Perspective and world view determine what we see. Here we have three squiggles. Always the same three, just from different perspectives. Our perspective has a strong influence on what we see.

cromanagement. This works on the visible level, but in the invisible iceberg part it increases the inconsistency and emptiness. The *Law of Peter Pater*: "As the number of people increases, the number of opinions increases exponentially. As the opinions grow, so does the loss of friction until there is a total standstill."

With the division of labor—or specialization in silos—we lose sight of the common purpose. And without that, it becomes more politics. That's why it's so often easier for smaller organizations to have a clear purpose. That is why the central task of leadership and management is to provide this central purpose and all derived purposes and stories.