

Perspectives & Effects Maps

Understanding one another and sharing a common vision



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OrgIQ Manifest: Passion for People builds Systems for Success

OrgIQ—Organizational Intelligence (Quotient)—is a framework that redefines how we see organizations. At its heart lies a simple but profound shift: to think from the perspective of the individual. Every person experiences their own reality, shaped by their network of relationships. Each perspective is unique. There is no single right or wrong.

An organization is the superposition of all these *Networks*. This is complexity. We can never fully model or control it—but we can give it direction and purpose. Intelligent organizations embrace this complexity rather than ignore or oversimplify it.

When we focus on human complexity, the range of possible solutions expands dramatically. Business practices and structures can be brought into harmony with the natural dynamics of human relationships, psychology, and social interaction.

Our manifesto is rooted in lived experience. We have seen the transformative power of genuine connection, individuality, and purpose-driven leadership. OrgIQ helps create environments where empathy, understanding, and mutual respect thrive—where people feel seen, heard, and valued. This sense of emotional safety is the foundation on which individuals and groups reach their full potential.

We believe in value over control. Control breaks perspective, creates overhead, and breeds mistrust. Relationships and trust, on the other hand, unleash extraordinary productivity and fulfillment. Purpose is not measured by words, but by results.

Join us in redefining organizational excellence. Let's build intelligent systems, embrace complexity, and make space for purpose and joy. **Welcome to OrgIQ—where the true potential of your people becomes the strength of your organization.**

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What this module is for

Examine the needs, motives, experiences and external conditions influencing current architecture. Connect observable patterns with voluntary descriptions of states and their consequences. This can identify targeted architecture changes.

This module extends the [Organisation Guide](#) and [Solution Template](#). It does not replace their minimal cards. **Begin with one case and one question, not a complete profile.** Add a perspective where useful. The 17 rows form a search space, not a completion requirement.

Organization / Solution / real case: [...]

Represented perspectives / date: [...]

Distinguish motives purpose and effects

Why? A system can simultaneously help customers, secure income, enable creativity and provide recognition. It can also reinforce burdensome patterns. Several influences can operate together; they are neither equally important nor demonstrated in every case.

- ▶ **Need:** What does the wider system require?
- ▶ **Purpose:** What benefit do we intend to enable or maintain?
- ▶ **Motives and influences:** Why did the organization arise this way, and what sustains current decisions?
- ▶ **Architecture:** Through what services, relationships, authority, processes and conditions do we act?
- ▶ **Effects:** What actually occurs, for whom and with what side effects?

A motive does not automatically justify architecture. A useful effect is not invalidated by personal motives. Examine whether the design enables needed benefit, respects legitimate human needs and limits avoidable burdens.

The original model sometimes refers to progressively “deeper” or “more real” reasons. Here the 17 items are **connected perspectives without a hierarchy of truth**. Numbers identify perspectives; they are not maturity or diagnostic levels. This is a heuristic question set, not proof of biological or biographical causes. Relevant influences may persist without awareness, but a perspective's existence alone does not establish a specific cause.

Seventeen founding-motive perspectives adapted to existing organizations

Material basis: The founding-motive model, we used already in the context of work with founders. The left column translates the original perspective names; the questions adapt them for organizations, leadership and Solutions. This is not a personal 17-stage purpose search.

What to do: Choose the row that prompts a question or response in a real case. Separate observation, suspected explanation and possible change. Private questions can remain private. Shared models need relevant working conditions and consequences.

ID / original perspective translated	Question for the current organization	Possible architecture connection
P01 Official mission	What reason for existence do we state, and who experiences the claimed benefit?	External contribution, validation and Success Fallacy check
P02 Concrete venture	What obstacle or opportunity do we address now, beyond the founding moment?	Offer, market hypothesis, alternatives and lifecycle
P03 Rational personal benefit	What legitimate benefits do participants need: income, freedom, interesting work or compatibility with life?	Sustainable conditions and transparent interests
P04 Psychological basic needs	Where do conditions support or obstruct autonomy, effectiveness, connection and shaping the world?	Authority, resources, feedback and relationships
P05 Identity	What self-description helps us, and what does it make difficult to release?	Roles, technology attachment, transitions and new places
P06 Social position and recognition	What attracts recognition, visibility and influence? Do decisions follow contribution or prestige?	Incentives, career paths, explicit criteria and power
P07 Counter-design	What was this built against? Is a helpful function absent because it resembles what was rejected?	Positive design goals instead of merely reversing old patterns
P08 Regulation of inner state	What do activity, control or urgency provide for participants, and how does this affect others?	Rhythms, decision paths, recovery and support connections
P09 Protective strategy	What responses occur under pressure? What helps briefly but limits later options?	Deviation handling, safe feedback and alternative responses
P10 Attachment and relationship patterns	How does collaboration handle closeness, distance, conflict or shared responsibility?	Relationship agreements, conflict resolution and repair
P11 Repetition and repair of personal history	What familiar sequences recur? What history could voluntarily help explain them?	Change patterns without making personal processing a prerequisite
P12 Neurobiological reward dynamics	What stimuli, rewards and feedback encourage exploration, learning, competition or constant urgency?	Incentives and learning rhythms; no inference about individual neurobiology
P13 Existential motives	What does the system mean as a work, purpose or legacy? May its form still change?	Purpose renewal, succession and responsible transfer
P14 Family and origins	What inherited mandates or loyalties shape decisions? What should remain?	Ownership, succession and voluntary clarification of attachments

ID / original perspective translated	Question for the current organization	Possible architecture connection
P15 Social and historical context	What external conditions shape architecture: finance, rules, labor availability or technological change?	Context assumptions, constraints and alternatives
P16 Collective and cultural narratives	What story do we tell about ourselves? What contributions and dependencies does it conceal?	Transparency about collective work, recognition and resources
P17 Evolutionary basic programs	What basic tasks of provision, cooperation, exploration and shaping the environment do we serve?	Sustainable resource and cooperation architecture; no evolutionary diagnosis of individuals

Do not invent an organizational psyche: An organization has no single attachment style, feeling or biography. People, relationships, roles and external demands interact. Dysfunctional patterns can also arise from scarce resources, external requirements or unnoticed growth. A protective function is one possible explanation, not a personal label.

Short record: Case [...] perspective [...] observation [...] voluntary self-description [...] possible explanation [...] alternative explanation [...] architecture question [...] next check [...].

Connecting the feelings map with what everyday work reinforces

Why? Everyday architecture can produce a different character from the stated intention. “We want openness” achieves little if critical feedback repeatedly leads to status loss. Ask not only what states are present, but **which decisions and routines reinforce them under which conditions**.

What to do: Use the existing feelings map as a shared reference language where understood. Begin with participants' own words, such as curious, calm, connected, angry, uncertain or exhausted. This map is an application, not a new canonical taxonomy of feelings. Gecko, Limbi and Klaro/Klara can help explain; they remain teaching metaphors.

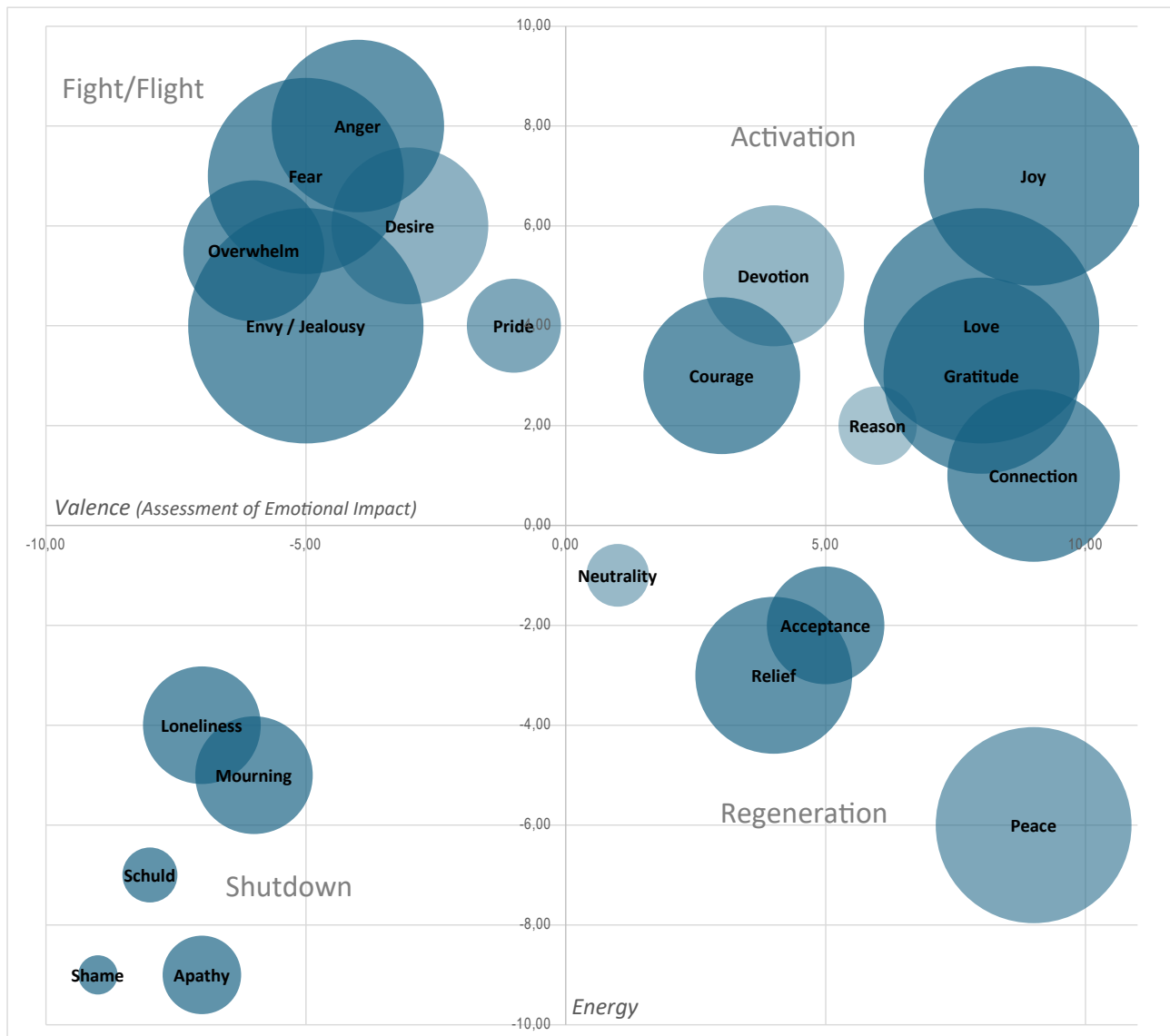


Figure 1: Emotional map on the axis of Valence and Energy

Organize feedback by **situation, working world, role and time**. Do not average different experiences into “the organization’s mood”. A useful map can show curious research and burdened operations simultaneously, together with their connection.

Situation / observer patch	Observation and self-described state	Suspected reinforcement / alternative hypothesis	Benefit burden and effort	Change / expected signal
Research, short-term experiment	Team reports curiosity; changes happen quickly	Experimental freedom; required operational capacity unclear	Earlier learning; possibly unplanned transition burden	Preserve experimental space and agree handover beforehand
IT operations, same experiment	Frequent unplanned work; team reports uncertainty and exhaustion	Commitments grow without IT agreement; alternatively capacity is independently insufficient	Extra work, escalations and threatened reliability	Gateway with mandate and capacity agreement; check compensating work and usability
Leadership, bottleneck feedback	Repeated sudden reprioritization; participants report urgency	Intervention brings immediate relief but may favor the next escalation	Decisions happen; independence may remain limited	Clarify prioritization authority at the connection; observe recurring interventions
[...]	[...]	[...]	[...]	[...]

These rows are hypothetical. Their explanations can be examined; they are not findings about a company or a person's private motives.

Look for feedback: Routine → experienced response → action → short-term relief or reward → consequences → repeated routine. Draw the actual loop only where useful. Establish whether the consequence feeds back into the routine; a linear sequence is not itself a feedback loop.

Questions: What should remain? What is too strong, too rare or present in the wrong situation? What costs people or benefit too much? What incentives, exceptions, information paths and resource decisions feed the pattern? What alternative capability is missing?

Do not categorically judge states. Anger may indicate a breached boundary; fear may signal real danger. Examine trigger, appropriateness, duration, available responses and consequences. Enthusiasm and care can also contribute to overload when boundaries are absent.

Prioritise: Choose at most three changes using affected benefit, human burden, urgency, reach and real changeability. Weak explanations initially need observation or a learning check. Falsely precise feeling scores are unnecessary.

Shared results describe working conditions and consequences. Private histories and individual state profiles are unnecessary. People may decline to answer; this establishes nothing about their inner state.

Facilitating a shared picture from several observer patches

Why? The apparent contradiction arises when “shared” means “everyone sees the same thing”. A shared picture can contain different portions and their limits. Shared direction emerges from understandable agreements, real agency and learning.

Not everyone must fully adopt every perspective. People need to understand relevant connections. “Everything is simultaneously true” means different experiences can coexist, not that contradictory factual claims are equally valid without examination.

Short facilitation sequence

1. **Choose a shared object.** Use the same actual request, handover, disruption, visible work product or user case. It connects working worlds without prescribing their interpretations.
2. **Collect perspectives independently first.** Everyone records “I observe”, “This means to me”, and “We need”. Collect before discussion so the first powerful voice does not define the whole account. Offer a protected feedback route where needed.
3. **Separate observation explanation and preference.** Clarify situation and time. For example, “IT blocks innovation” becomes an observed delay, a suspected cause and a required contribution.
4. **Retain differences and check connections.** Record sufficiently shared understanding, different requirements, disputed facts or explanations, and missing perspectives. Examine whether differing conditions explain apparent opposition. Missing shared meaning needs translation, possibly a gateway.
5. **Agree a basis for action.** Clarify external contribution, boundaries, actual commitments, authority and the next bounded action. Agreement to act does not require identical explanations, identity or enthusiasm.
6. **Handle dissent responsibly.** Decide what must be resolved first and what the trial can investigate. An authorized role may decide within its mandate. Record workable dissent and reasoning. Unresolved essential prerequisites or boundary conflicts must not be presented as consensus.
7. **Learn through use and effects.** Agree feedback from participating patches. Examine what is confirmed, changes or remains missing. Update one version of the picture rather than declaring an ultimate central truth.

Understanding check: “Can I describe your view so you feel understood?” Understanding does not mean agreement.

Connection check: “Can both sides explain who provides, decides and gives feedback in a normal case and a deviation?” This tests whether agreements are actionable.

Subject	Perspective A	Perspective B	Shared agreement / open point	Authority / check
Experimental environment	Fast learning with changing scope	Operability, capacity and data class	Protected experiment; ongoing operation requires a separate commitment	Gateway clarifies; authorized roles decide; examine use and compensating work
[...]	[...]	[...]	[...]	[...]

What remains in the slim shared result

Shared contribution · boundaries · committed connections · decision authority · relevant differences · missing perspective · next action and feedback.

Detailed notes may remain with participants. The shared model references them when decisions require them and records who has not participated. A management view or majority opinion is not complete patch coverage; a rare signal may be particularly important.

Choose depth observe costs and improve selectively

Compare existing commitments, lived mechanisms and effect-based requirements for desired architecture. Do not replace unknown current-state information with an attractive desired answer. Use the Organization Guide's comparison sentence or extension 0 in the Solution Template.

For idea decisions, examine criteria and their application. Can participants assess and improve ideas themselves? What decision followed? What new condition or exception appeared? Changing criteria and personal preferences remain visible. Possible inner regulation is a hypothesis, not evidence about a person.

Why? A minimal description may be completed quickly while deliberately leaving questions open. Make design effort and compensating work visible together, without classifying every uncertainty as a defect.

What to do: Start with one recurring or consequential case. Distinguish:

Open question type	Appropriate next work
Knowledge exists but remains distributed	Connect patches and establish an understandable agreement
Actual future is unknown	Learning question, bounded trial and next decision signal
Agreement exists but is undocumented	Check shared understanding and record briefly if needed
Responsibility resource or connection is actually missing	Name the gap, expose compensating work and repair or accept it for a limited time

Mini-register: “[...] remains open. Today we compensate through [...]. It costs approximately [...] or remains unknown. [...] owns clarification/compensation. We extend [...] now or review at [...].” One record may relate to several problems; do not count the same work twice.

Compare over the same period, separating design, implementation, necessary collaboration, learning and avoidable substitute steering. A long document is not proof of savings. After change, examine whether compensation declines, agency grows and effects and human conditions improve. Normal leadership and mutual support remain useful contributions.

Complete this optional work: Selected perspective [...] shared hypothesis [...] retained differences [...] key change [...] consciously open question [...] review [...]. Then return to the minimal Organization or Solution card.

OrgIQ connection: OQ-MAP-03 Inner Architecture and Regulation; OQ-MAP-04 Relationship and Network Intelligence. The feelings map provides reference language; this map is a situation-specific application. This is a working design for trials, not a standardized psychological assessment.