

Saturday, August 07, 2010 - 8:00:00 AM - 10:00:00 AM
Delta Centre-Ville, Verriere B



BENEVOLENT APPROACHES IN MANAGEMENT CONSULTING: Overview, theories and practices

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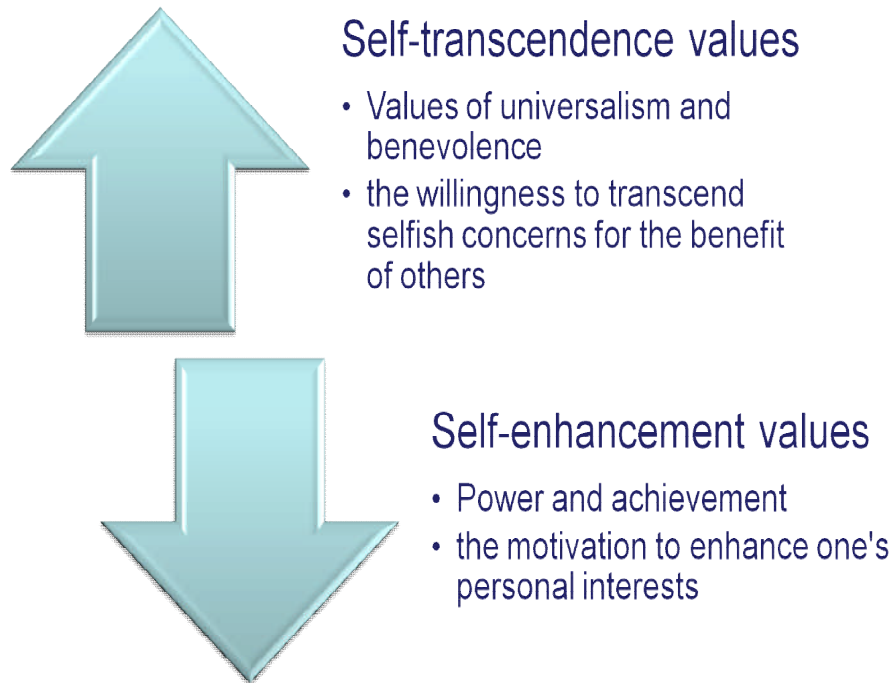
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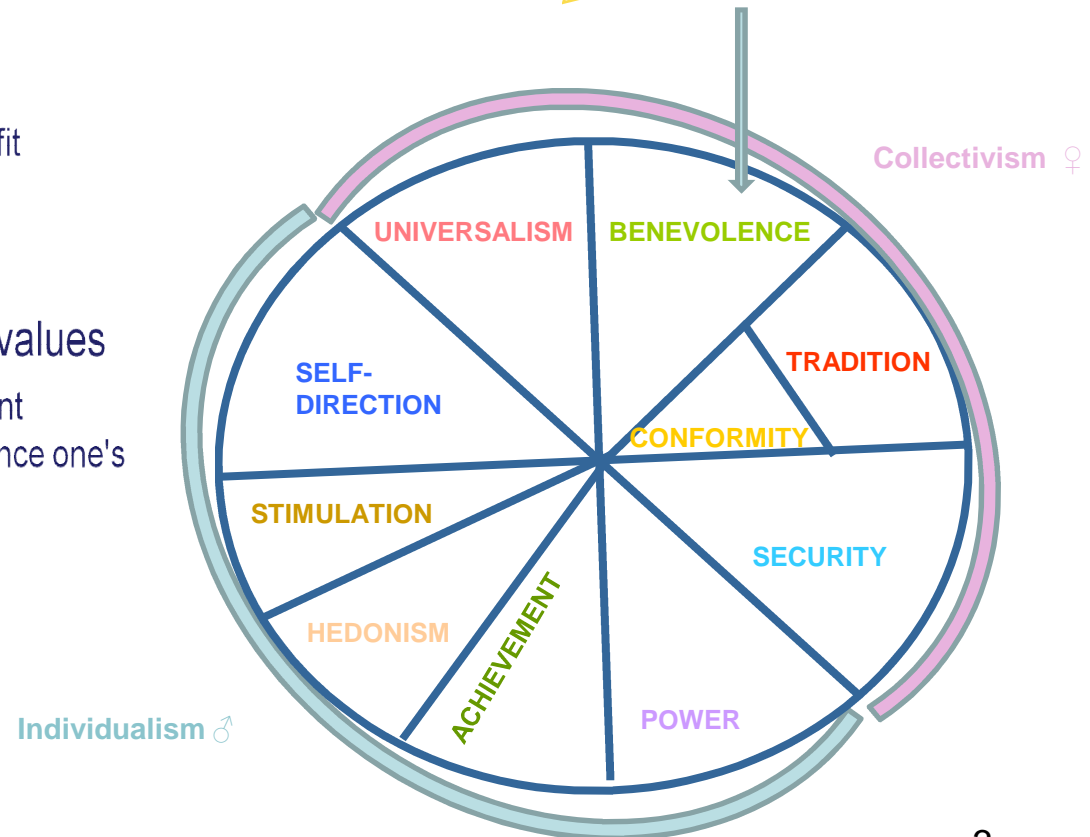
1- Benevolence is a value

The Schwartz Value Survey

Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In M. Zanna (Ed.), *Advances in experimental social psychology* (Vol. 25, pp. 1–65). New York: Academic Press.

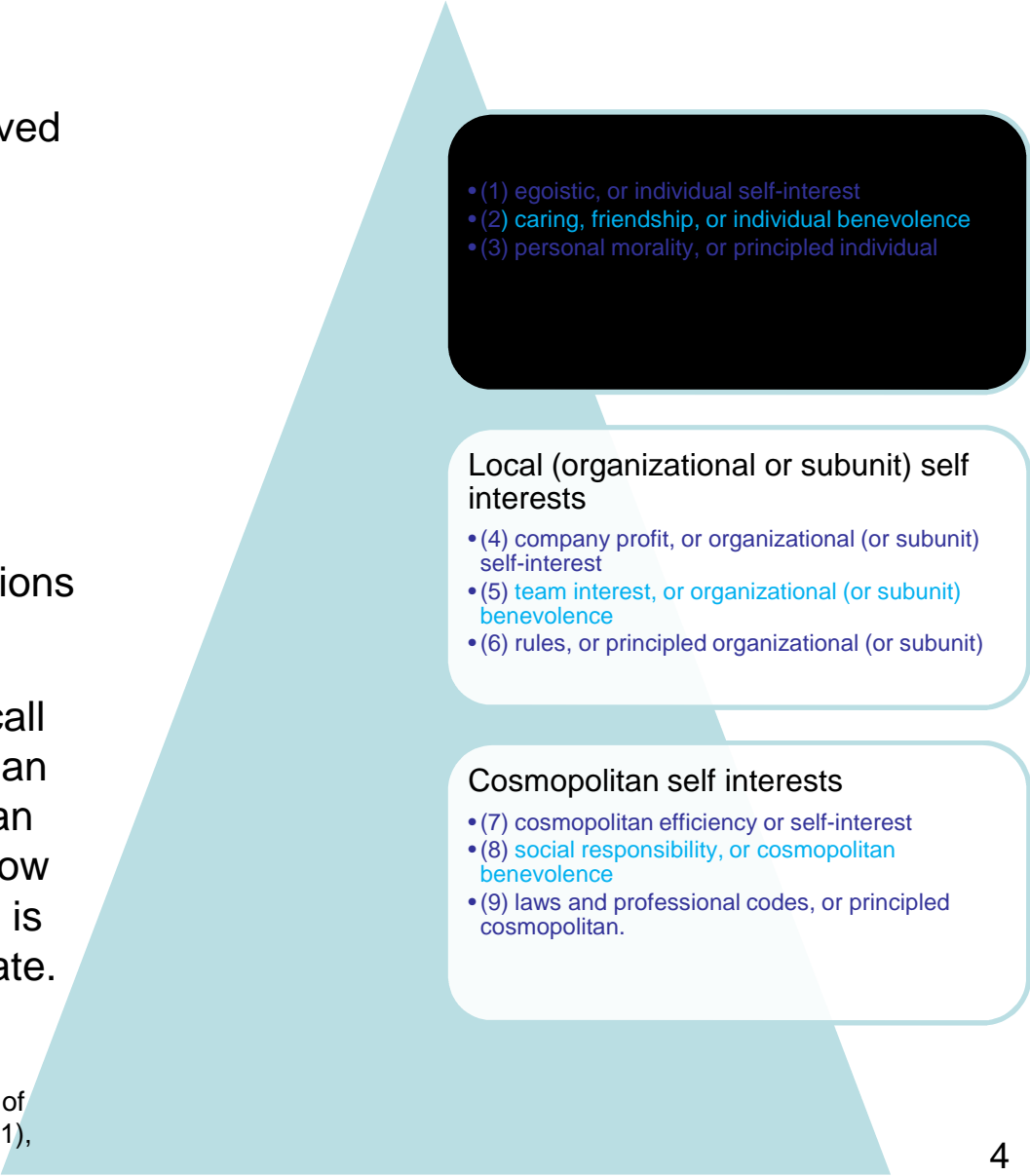


To show our concern for the well-being of others



2- Benevolence & ethical work climates

- Benevolence is an attitude observed at different levels: individual, organizational, societal
- 3 orientations: 1- Self, 2- Benevolence 3-Principles
- Benevolent climates linked with cooperation.
- organizations can have combinations of ethical climates.
- The propensity of companies to call on consultants who demonstrate an attitude of benevolence rather than arrogance or superiority could show the degree to which benevolence is considered as useful for the climate.

- 
- (1) egoistic, or individual self-interest
 - (2) caring, friendship, or individual benevolence
 - (3) personal morality, or principled individual

Local (organizational or subunit) self interests

- (4) company profit, or organizational (or subunit) self-interest
- (5) team interest, or organizational (or subunit) benevolence
- (6) rules, or principled organizational (or subunit)

Cosmopolitan self interests

- (7) cosmopolitan efficiency or self-interest
- (8) social responsibility, or cosmopolitan benevolence
- (9) laws and professional codes, or principled cosmopolitan.

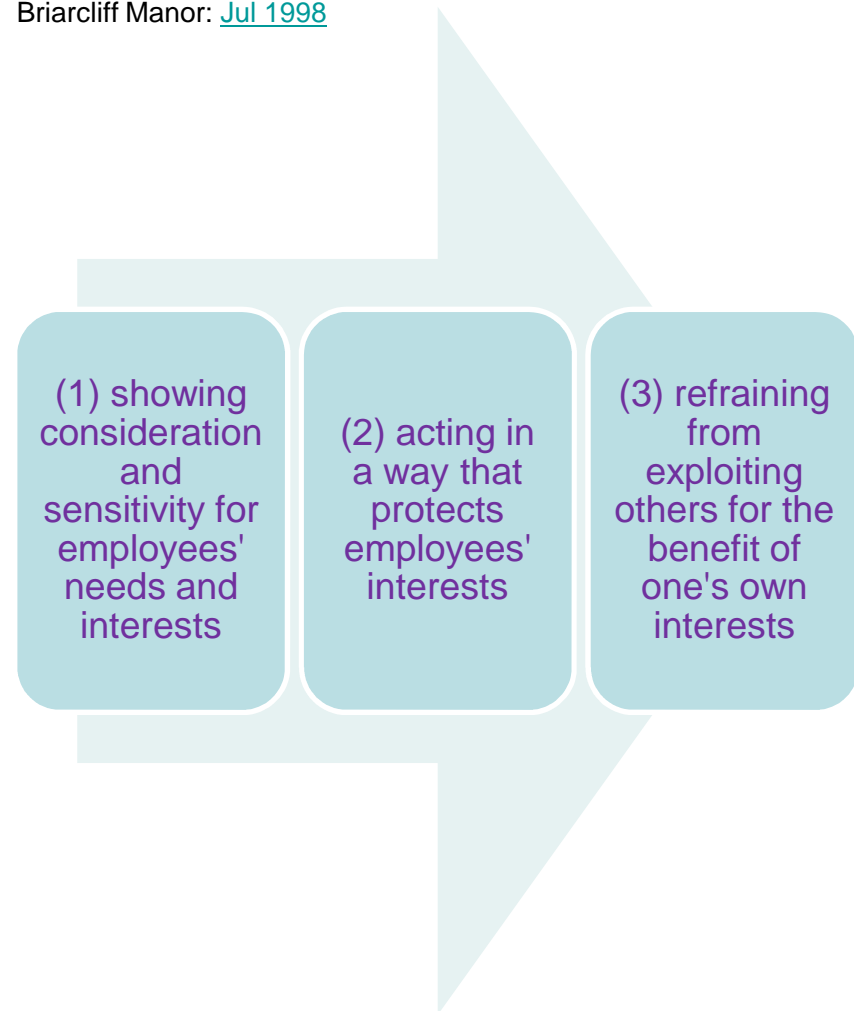
3- Benevolence: a condition of trust

- Benevolence (Mayer et al., 1995)-demonstrating concern for the welfare of others (McAllister, 1995; Mishra, 1996)-is part of **trustworthy behavior** and consists of three actions:
- Competence, Benevolence, and Integrity
 - appear to be critical conditions for trust
- Important condition that leads to trust between mentors and proteges

Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior

[Ellen M Whitener](#), [Susan E Brodt](#), [M Audrey Korsgaard](#), [Jon M Werner](#).
[Academy of Management. The Academy of Management Review.](#)

Briarcliff Manor: [Jul 1998](#)



4- Temperament, Character, and Personality are configured

- we are predisposed to develop certain attitudes and not others, certain actions and not others
- these actions and attitudes are unified—they hang together.
 - the SAs base their self-image on artistic action, audacity, and adaptability to circumstances
 - the NFs base their self-image on empathy, benevolence, and authenticity,
 - the SZs base their self-image on reliability, service, and respectability
 - the NTs base their self-image on ingenuity, autonomy, and willpower.

The NFs

the Idealist
[PLATO]

humane
sympathetic,
enthusiastic,
religious,
creative,
intuitive,
insightful,
subjective.

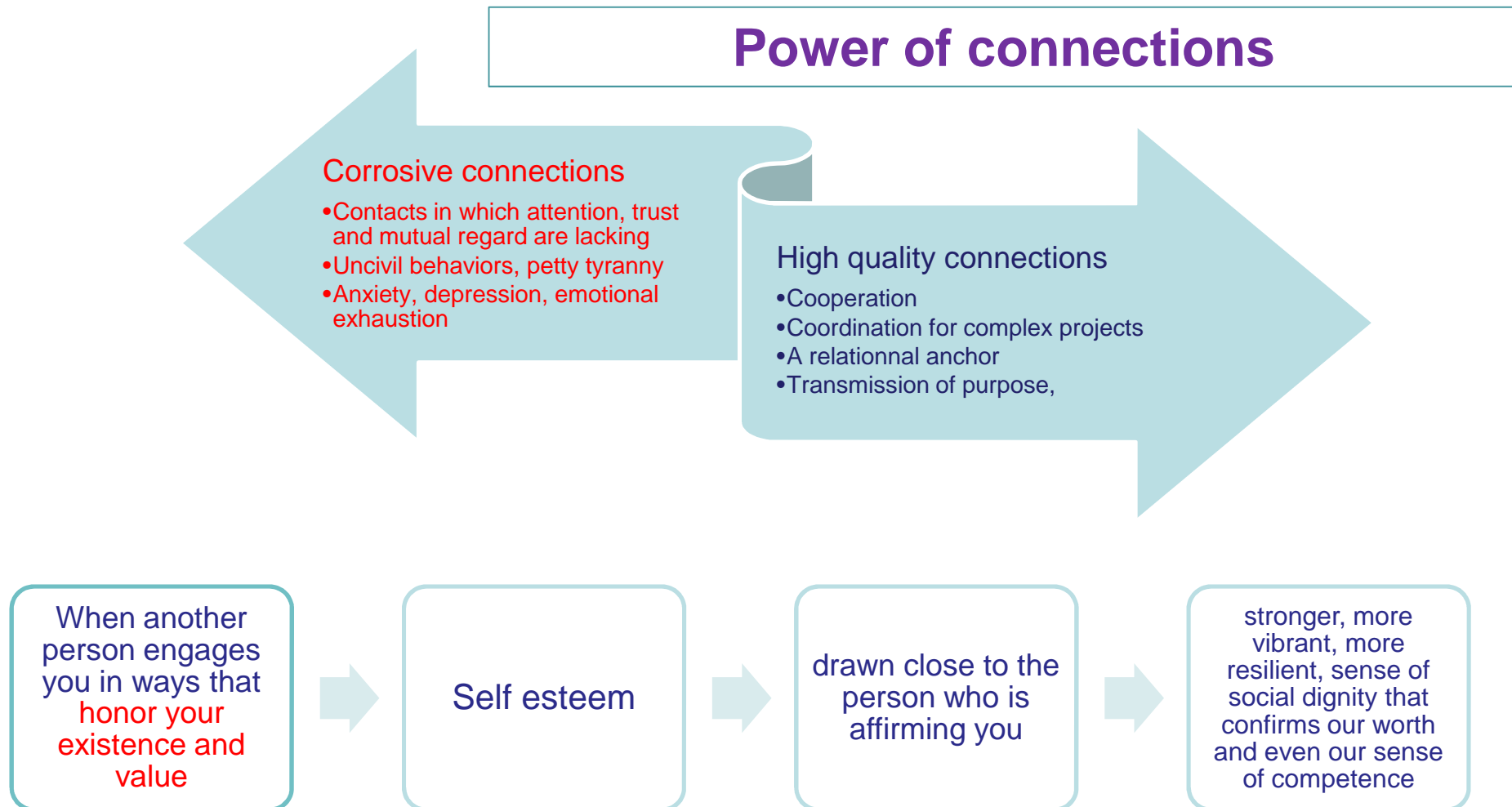
Historical overview

in D. Kersey 1998

Plato c340B,C.	Artisan	Guardian	Idealist	Rational
Aristotle c325	Hedonic	Proprietary	Ethical	Dialectical
Galen c190 AD.	Sanguine	Melancholic	Choleric	Phlegmatic
Paracelsus 1550	Changeable	Industrious	Inspired	Curious
Acidickes 1905	Innovative.	Traditional	Doctrinaire	Skeptical
Spränger 1914	Aesthetic	Economic	Religious	Theoretic
Kretschmer 1920	Hypomaniac	Depressive	Hyperesthetic	Anesthetic
Fromm 1947	Exploitative	Hoarding	Receptive	Marketing
Myers 1958	Probing	Scheduling	Friendly	Tough-minded

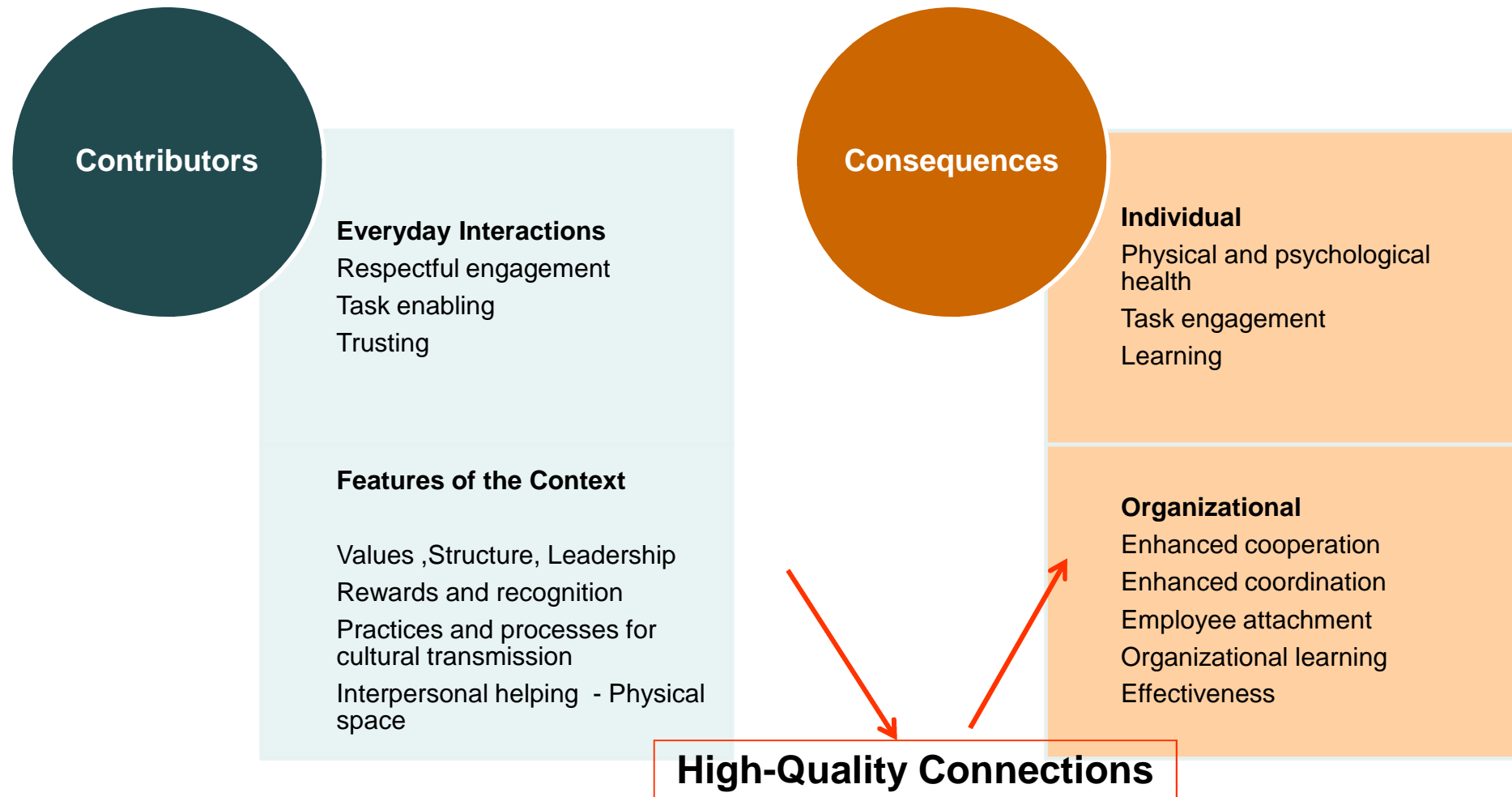
5- Benevolence and high quality connections

Jane Dutton
Energize your
workplace



6- Contributors and Consequences of High-Quality Connections

Jane Dutton
Energize your
workplace



7- Workplace spirituality

- Framework of organizational values evidenced in the culture that **promotes employees' experience of transcendence** through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy.” **Jurkiewicz and Giacalone (2004)**



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Françoise de Bry

A- Case study Illustration: talent management

- A consulting mission for a company in the food industry
- A family business governance, 20,000 employees, worldwide operations, with a problem of talent retention
- There were three broad objectives for this mission:
 - 1- To evaluate the talents detection - development - retention processes of the company.
 - 2- To compare the company's talent system to other more successful companies' talent systems.
 - 3 - To produce specific proposals in order to improve the talent system.
- The consulting proposal was to proceed to a **diagnosis** to better understand both the motivations and expectations of its high potentials and talents and the forces/weaknesses of the current organizational system.

■ Benevolence means:

➤ Conducting an interview in a very involving matter for the respondents

- ✓ Behaving in such a way that help people to self disclosure,
- ✓ Using statements that facilitate empathy – developing a guideline with an appropriate phrasing (exercice)
- ✓ Listening not only what is said but what is meant (concentration, attention offered, clarification)
- ✓ Being connected to my inner, intuitive self
- ✓ Caring as exemplified by Milton Erickson with the techniques of hypnotherapy: Show genuine interest for the client, Observe my respondent

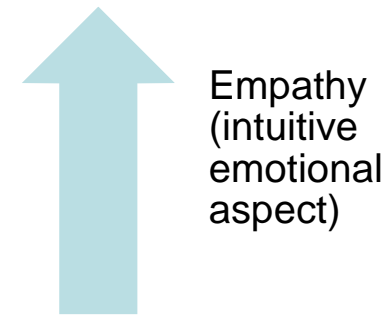
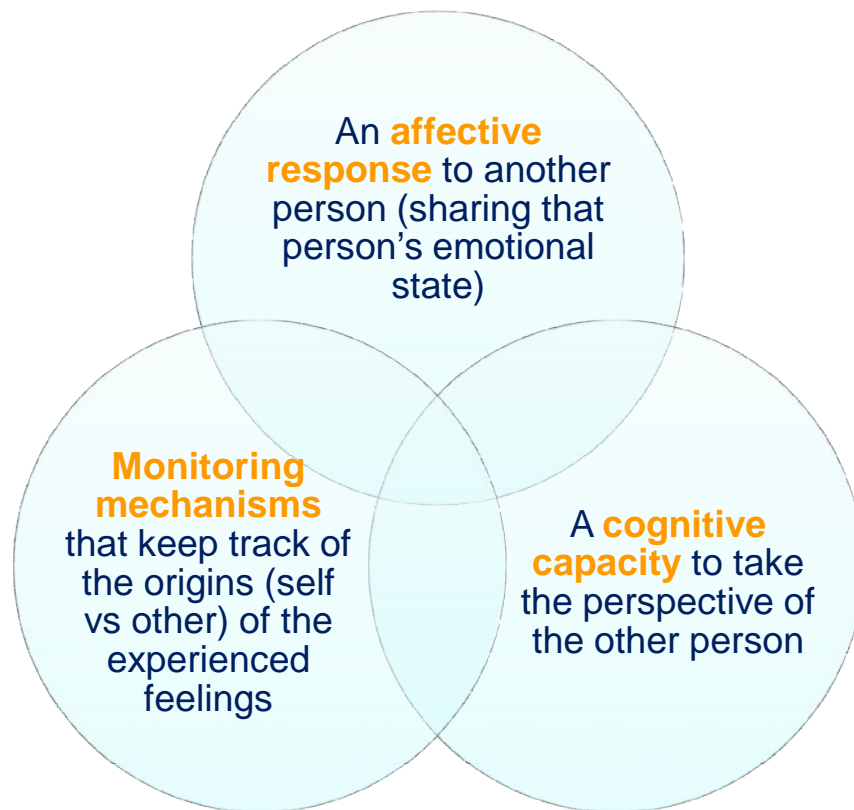
➤ Putting in practice self ethics

- ✓ to champion the respondents who trust you,
- ✓ to preserve respondents from negative feed-back from company owners due to non conventional or not acceptable statements

Methodology:

- (1). inquiring information about the current system from the HRD and the career manager, and then interviewing 10 persons in contrasted situations:
 - High potentials who have resigned
 - Junior high potentials holding already important responsibilities
 - Senior high potentials
- (2). analyzing the data with the software: decision explorer

Empathy as a mean of benevolence



Empathy
(intuitive
emotional
aspect)

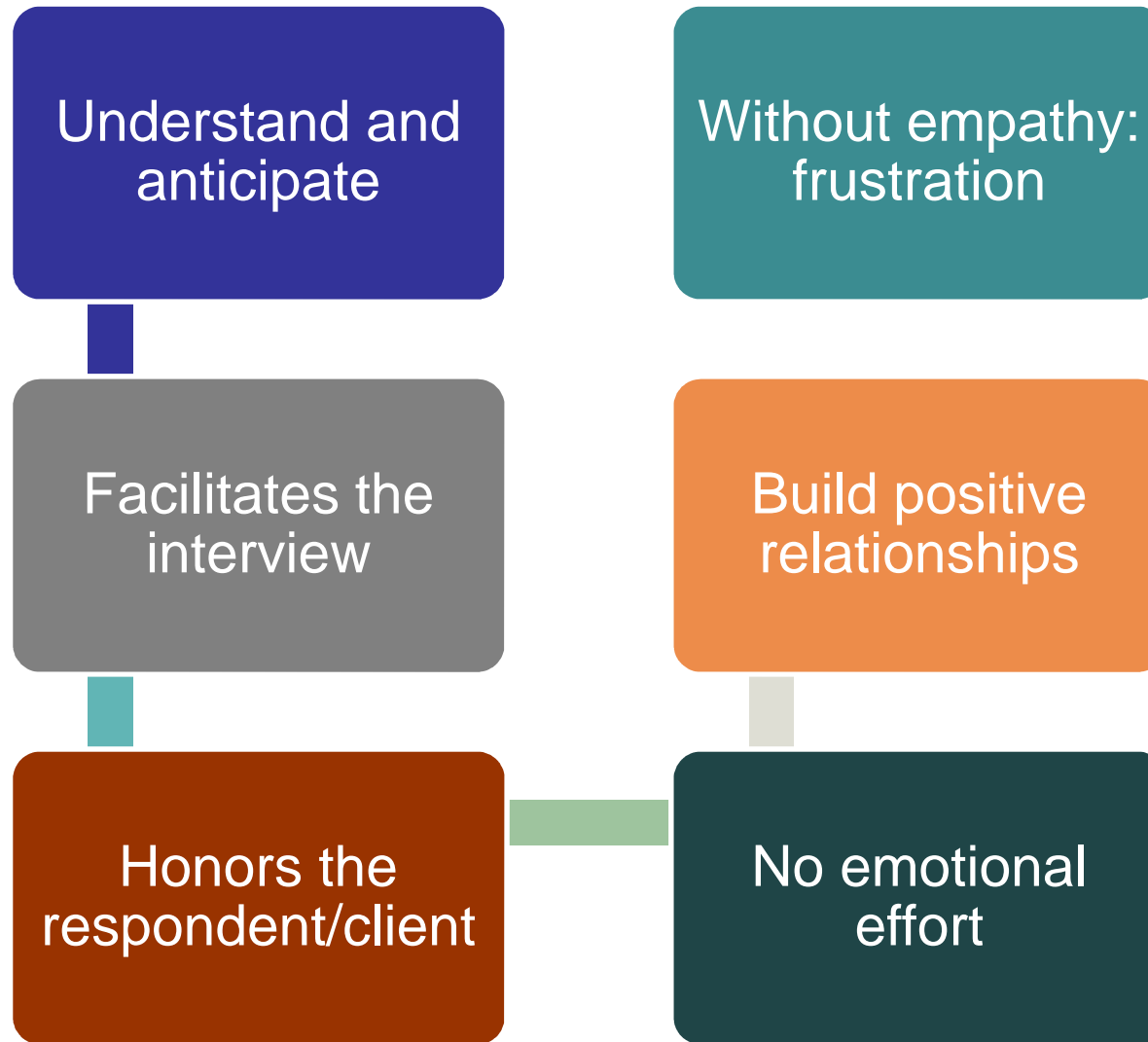


Perspective-
taking
(cognitive
aspect)

People are more able and willing to empathize with those most similar to themselves (Levenson & Reuf 1997) (Hoffman 2000)

A skill that is gradually developed throughout life, and which improves the more contact we have with the person with whom one empathises.

Empathy's Usefulness



Questions: discussion

- 1- Benevolence: why and how?
 - How do you feel the connection between benevolence and empathy? What does it mean, for you only, to be benevolent in consulting ?
- 2- Benevolence and Methodology
 - To act in a benevolent way for a consultant applies for example in the art of designing the methodology...What would you do concerning the design of your methodology in order to act in a more benevolent way?

1- Benevolence: why and how?

Morgan, L.B., O'Neill, A.(1986), Ericksonian Hypnosis: A Dialogue with Charles Citrenbaum, Mark King, and William Cohen, *Journal of Counseling & Development* 65(2): 86-100.

Otani, A. (1989), Integrating Milton H. Erickson's Hypnotherapeutic Techniques Into General Counseling and Psychotherapy, *Journal of Counseling & Development* 68 (2): 203-220

- How do you feel the connection between benevolence and empathy? What does it mean, for you only, to be benevolent in consulting ?
 - Benevolence on this particular area of consulting means:
 - the art of conducting an interview in a very involving matter for the respondents,
 - The necessity of being compassionate in order to obtain confidence so that to open people to self disclosure,
 - reflection on self ethics: to champion the respondents who trust you, to preserve respondents from negative feed-back from company owners due to non conventional or not acceptable statements; this lead to a choice of what can be consequently used in the final report, how to dilute the different statements so that the readers of the report has no possibility to make an attribution, or to accuse somebody of a bad intention.

2- Benevolence and Methodology

- To act in a benevolent way for a consultant applies for example in the art of designing the methodology...What would you do concerning the design of your methodology in order to act in a more benevolent way?
 - how to rub the sources while being true to reality, and able to give an extensive representation of the reality – a proposal of using data analysis software such as “decision explorer”
 - the question of the empathy / sympathy passage – this is inspired by the notion of caring exemplified by Milton Erickson with the techniques of hypnotherapy

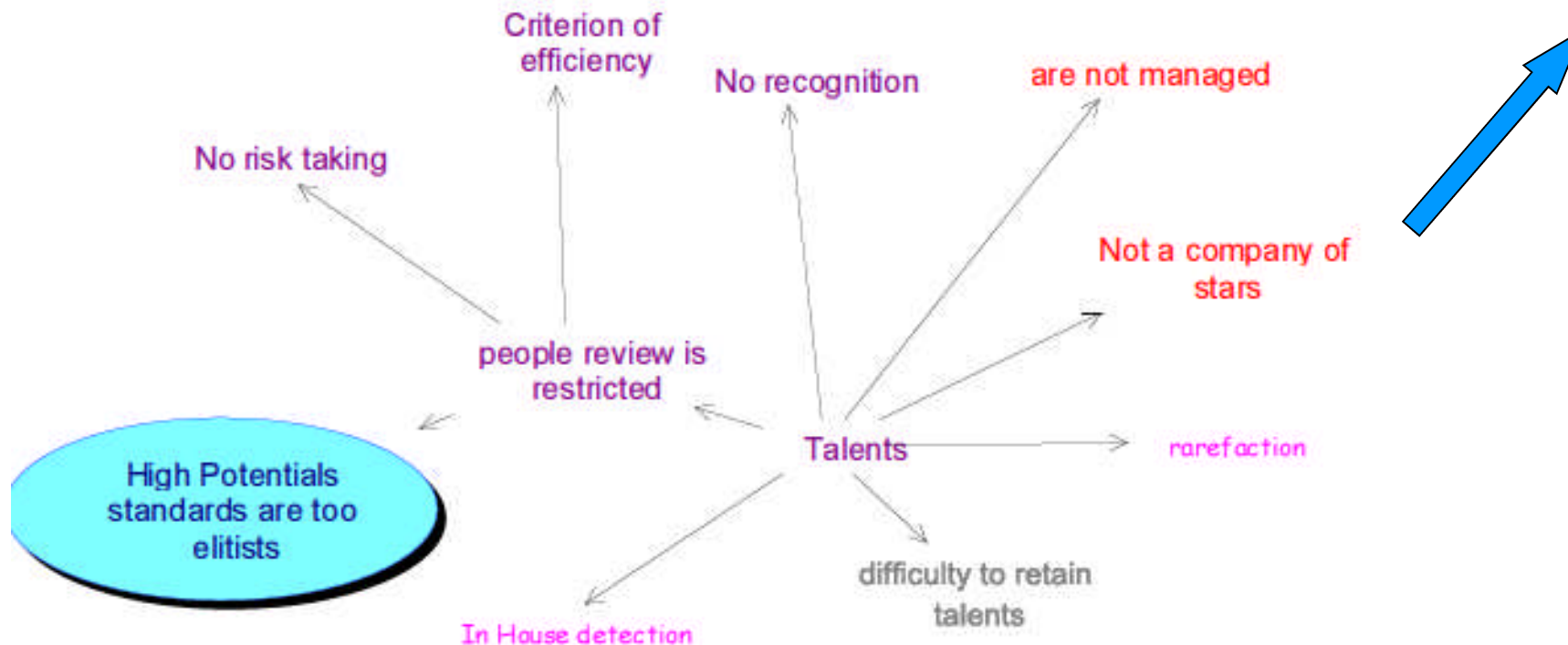
An analysis deeply connected to what people expressed

« There is a **lack of High potentials** even if we don't let people down »

« Our company is **too old, too masculine, too French** »

« They are not a lot of stars in our group. There is only a few outstanding people. But I don't know if this is necessary to have talents in this group. The culture is perhaps not made for that.. Why are they no outstandings in the top team? The system would not suit them. »

« Brilliant People would evaluate our group as much **too slow moving, too undecisive**, cautious, risk averse, stingy,. **But I don't feel this is bad.** »



3- Exercice: is this guideline correct regarding empathy / benevolence?

How could you improve it?	good	wrong
A – Detection		
1- Do you think that the process of talent detection in your company is efficient?		
2- What is to be done to overcome difficulties?		
B- Career management		
1- If we take you as point of reference, could you describe the role you play in the career management of your staff ?		
2-Do you think that your company's responsiveness is convenient?		
3- Are career management tools transparent?		
4- Do people have a clear vision of their future development and career?		
5-What is your appraisal of the process of career management?		

The phrasing

- The PHRASING of a question can influence the response.
- Open questions encourage complete answers; closed questions restrict the interviewee's response.
- Avoid Biased questions

Guideline: solutions

No closed questions, no implicating question first

A – Detection

1- How talents are detected in your company?

2- What is your appraisal of this process?

3- What is the know-how?

4- What is less efficient in the talent detection?

B- Career management

1- If we focus **on people working in your company**, what do they say about the way their careers are managed?

2- What is your appraisal of this process?

3- How time is taken into account? **What do you think of your company's responsiveness?**

4-What is the part of the secret? [**transforming into an open question**]

5- What is the perspective of the staff concerning their future development and career?

6- If we take you as point of reference, could you describe the role you play in the career management of your staff ?

(**at the
end**)

4- What Statements facilitate empathy?

Coulehan JL, Platt FW, Enger B, et al. "Let me see if I have this right ...": words that help build empathy. Ann Intern Med 2001 Aug 7;135(3):221-7.

- What are your favorite statements (used when you question your respondents/client) that can most enable empathy?
- Queries
 - "Can you tell me more about that?"*
 - "What has this been like for you?"*
 - "How has all of this made you feel?"*
- Clarifications
 - "Let me see if I've gotten this right ..."*
 - "Could you tell me more about ..."*
 - "I want to make sure I understand what you've said ..."*
- Responses
 - "Sounds like you are ..."*
 - "I imagine that must be ..."*
 - "I can understand that must make you feel ..."*
- *Can you imagine new ones?*

**Ask for
permission**

5- Discussion / roundtable

Barriers to Giving Empathy

- What are the barriers that prevent you from developing empathy?
 - "There is not enough time to give empathy."
 - "It is not relevant, and I'm too busy focusing on the acute analysis problem."
 - "Giving empathy is emotionally exhausting for me."
 - "I don't want to open that Pandora's box."
 - "I haven't had enough training in empathetic communication."
 - "I'm concerned that if I use up all my empathy at work I won't have anything left for my family."
 - I'm afraid of losing my ability to impose my own vision, my solutions
 - ...
 - ...
- Try to remember your experience of empathy in consulting, describe what happened. Advantage and drawbacks / need for improvement and training? Pb of acceptance ? Depending on circumstances? Confusion with sympathy?

6- LISTENING

- You not only need to listen to what the applicant is saying, but also to what they are not saying, and what they actually mean.
- Provide an environment that permits concentration...
- Give the applicant your full interest
- Ask questions in proper sequence
- Prepare yourself properly for the interview : listen attentively for a long period of time, develop the discipline of concentration
- Organize what you hear
 - in order to listen with interpretive perception.
 - To hear behind his/her words: ask for clarification
- Avoid the fast rebuttal: Listen objectively, give him/her time to reply and think.
- Use questions as a spur to concentration
- Listen for basic ideas
- Do not worry if there is a pause in the interview

Why not using hypnotherapeutic principles?

- Show genuine interest for the client
 - "Let (the client] know," remarked Erickson (Erickson & Rossi, 1981), "that you are definitely interested in him and his problems"
 - In Erickson's conceptualization, the hypnotic process is initiated, developed, and maintained by the client's cooperation.
 - The hypnotist promotes this cooperation through careful and detailed observation of the client. Demonstrating genuine interest in the client, therefore, was critical to Erickson to establish counselor-client rapport. the client successfully experienced the interviewer's caring in a therapist-client relationship.
- Observe your respondent
 - Really see your [clients] . . . You meet, you observe your [clients] —get acquainted with them.
 - Discussing the role of observation in clinical assessment, Erickson (Haley, 1985) later indicated, "I greet [clients] with a blank mind and I look them over to see who and what and why they are without taking anything for granted . . . you look [observed data] over and decide, on the basis of the evidence available, what the human being is" (emphasis original) (pp. 114-115).
 - Because nonverbal clues can have significant impact upon attitude change and social control (Edinger & Patterson, 1983), acute observation is essential to the counselor.

Listen to explicit and implicit messages in three factors:

(a) content

- what the client expresses verbally

(b) style of expression

- how the client communicates the content, Nonverbal and paralinguistic elements (e.g., body posture, tone of the voice, pause) characterize this factor

(c) meaning

- what message signifies to the client. It is filtered by the client's interpretations, values, and beliefs.
- the client's choice of words (e.g., clear versus vague, formal versus informal, factual versus symbolic) helps to determine the exact meaning of client message.

Hypnosis :

- every word used
- pauses between words,
- the tonal shifts

A repertory

- from active listening,
- to being forceful , direct, or charming,
- to using NLP or practicing a trance induction
- (but never forgetting the end, the responsibility, the raison d'être: benevolence)

Measuring benevolence in consulting

Benevolence	Benevolence (deficient)
The consultant has a positive attitude towards the client, is concerned with the well-being of the client	Fulfills contractual obligations but does not go beyond the strictly defined scope of the contract for the client
The consultant is concerned with the well-being of people in general (workforce) and with a LT perspective	Demonstrate arrogance, rivalry with other consultants, disrespect towards workforce
The consultant demonstrates great loyalty to the client	Does not fulfill engagement (sell and apply ready-made solutions without investigating properly the situation of the client)
Willingness to accommodate needs (schedule changes) going well above and beyond the call of duty to look out for client interests	Does not give time to reflection and integration of the specific context of the client business
Going well beyond any contractual obligations to protect the client's interests	A preference to perform with other firms extra tasks that are beyond the scope of the contract
Offer help whenever possible	Unability to cultivate close ties with the client
Major concern is always what is best for the other person	The consultant uses empathy in a malicious way, without connecting it to benevolence
The consultant uses empathy as a tool to expand his or her benevolence	The consultant does not include benevolence when creating tools for investigation
The consultant creates benevolent oriented tools that respect people in companies	