



Role Analysis for Individuals

ROLE ANALYSIS FOR INDIVIDUALS helps Managers to change behavior or habits which are organizationally counter productive or personally self defeating. It is an intensive one to one experience that supports the manager in identifying counter productive behavior and working directly to alter it.

ASSUMPTIONS:

There are a number of basic assumptions underlying the ROLE ANALYSIS FOR INDIVIDUALS. They are:

1. One should not attempt to change individuals. The prospect of successfully changing individuals is extremely low, probably 10% or less. Second, Borwick International believes that, individuals have a right to be who they care to be and no organization, government, or group of individuals should be empowered to enforce, alter, or tamper with individual personality.
2. Behavior is a function of human systems. In other words, the individual behavior of a person is influenced and in many ways determined by the behavior of other individuals within their system. Change in behavior requires understanding the system in which the individual behavior is embedded and acting upon that understanding.
3. Individuals hold what might be called "mental maps," in their heads, or assumptions about the world in which they live. These "maps" are frequently unexamined, but influence the individual in determining how to behave within certain circumstances and with whom to interact. Unfortunately, these "mental maps" are often out of date. One aspect of these maps is that they contain our ideas regarding the roles we take up in our organizations and in our personal lives.
4. One may redefine one's role, i.e. alter the "mental map," and recognize that the current behavior is unsuited for the new understanding of our roles. For example, a manager may have believed that a manager's role is to give orders to others. He may subsequently come to understand that the role of the manager is to support others in taking up their own responsibility. The Manager, recognizing that he is paid to support not to give orders may change his behavior quite swiftly - without changing his



personality. In other words, he may still continue to be an aggressive authoritarian, for example, in the way he carries out his new understanding of his role. However, one changes the role and not the person, thereby bringing about a change in behavior but not in personality.

OBJECTIVE

The objective of the **ROLE ANALYSIS FOR INDIVIDUALS** is to support the individual manager in understanding the system in which he or she resides, the role that they take up within that system, the effects of their behavior upon the system and the impact of the system upon them, and finally what role they would like to take up and the strategy and plan of action required to achieve this new role.

STRATEGY

1. The strategy of the **ROLE ANALYSIS FOR INDIVIDUALS** is a four/five part intervention. The number of session depends upon the issues and the individual.
2. Each session last between two and three hours, or approximately half a day.
3. Sessions are held every two to four weeks and are designed to accommodate the schedule of the individual involved. The main objective of this strategy of two to four week intervals is to provide the individual with an opportunity to reflect on the ideas and insights gained in the role analysis session and to test these ideas through experimenting with new behavioral approaches.

4. Each session advances the understanding of the individual and deepens their examination of their behavior within the system. New behaviors and experiences are examined and the individual has the opportunity to refine their understanding and adapt their behavior.
5. The process continues over a period of some two to three months.

FORMAT

The format is to begin with an examination of the system, followed by an exploration of the individual's habitual patterns of behavior historically. This usually leads to an intense examination of counter productive or self defeating behaviors and their relation to the system and the individual. And finally, the individual is supported in developing new hypotheses to understand the system, their role in it, and what strategies and plan of actions will be required to alter that behavior.

CHALLENGING EXPERIENCE

The **ROLE ANALYSIS FOR INDIVIDUALS** is a challenging experience for managers and is not suited for all individuals. In the first place it requires extensive examination of one's own behavior and a willingness to explore difficult and sometimes painful experiences. It requires a willingness to openly examine experiences which many would prefer to remain closed.

It should be noted that **ROLE ANALYSIS FOR INDIVIDUALS** is NOT THERAPY. **ROLE ANALYSIS FOR INDIVIDUALS** examines the



relation between individual behavior and organizational functioning in systemic terms. It does not focus upon psychological or therapeutic issues.

ROLE ANALYSIS FOR INDIVIDUALS is a voluntary process which has proved effective in helping hundreds of managers to overcome self defeating or counter productive behavior. Where many training programs have failed, ROLE ANALYSIS FOR INDIVIDUALS has often succeeded in bringing about observable changes in a brief time frame, to the benefit of the individual and the organization.

WHO IS A CANDIDATE FOR ROLE ANALYSIS FOR INDIVIDUALS?

Frequently, individual managers are referred by their superiors for ROLE ANALYSIS FOR INDIVIDUALS. The process is designed for more senior executives who are perceived by the organization to be extremely competent professionals who have much to contribute to the organization. However, they usually have some organizational behavior which is counter productive. The dilemma is to retain a valuable employee while eliminating counter productive and self defeating behavior.

In addition, many managers refer themselves in an attempt to improve their performance and achieve career objectives. These managers frequently are aware that something in their behavior is impeding their growth.

In either case, the manager must choose to participate in the ROLE ANALYSIS FOR INDIVIDUALS. **Borwick International, Inc.** reserves the right to refuse to offer the ROLE ANALYSIS FOR INDIVIDUALS where it feels, for

one reason or another, that such a process would benefit neither the individual nor the organization.

PROGRAM COST

The cost of ROLE ANALYSIS FOR INDIVIDUALS is US \$8,000 and is all inclusive in terms of individual and telephone sessions. It does not include travel or expenses where these are required. **Borwick International, Inc.** reserves the right to change prices.

For further information :

Borwick International, Inc

New York Office
Tel. 212 664 0295
Fax 212 957-0954
Borwick International, Inc
146 West 57th Street
Suite 68/69 D
New York, NY 10019

Or

Brussels Office
Tel. (32.2) 535.7547
Fax (32.2.) 535.7575
Borwick International, Inc.
149/24 Ave Louise
1050 Brussels
Belgium

EMail: Irving@Borwick.biz
[www. Borwick.biz](http://www.Borwick.biz)

