

The Neethling Organisational Negativity Instrument

The Neethling Organisational Negativity Instrument (ONI) is one of a number of well-researched and validated instruments designed by Kobus Neethling. The ONI is based on the concepts of whole brain thinking and thinking preferences.

For more information on thinking preferences please contact us.

Negative attitudes and anger can eat away at our organisations and our personal well being like a disease out of control. Negativity can be beaten if detected and acted upon in time. The Organisational Negativity Instrument measures the intensity, origin and duration of anger and negativity on an individual and organisational level, enabling you to act upon issues, even when they are only simmering under the surface.

Features of the L1 quadrant

The following *thought processes* are processed by the L1 quadrant and therefore the negativity score in the L1 is indicative of the dominance of this quadrant with regard to the processing of negative thinking.

- Accuracy
- Precision
- Focused approach
- Factual reasoning
- Analytical thought
- Objectivity
- Realism
- Keen to work with concrete information
- Critical
- Achievement/result driven
- Authoritarian
- External discipline
- Little room for emotional approach
- Clinical
- Technological
- Financial orientation
- Keen to control (manage) others

INTERPRETATION OF L1 NEGATIVITY (General)

A high general score in the L1 quadrant indicates that negativity, should it occur, is caused mainly by a low level of L1 dominance tolerance.

A high score therefore indicates

- * where the negativity mainly occurs (L1 quadrant) and
- * that negativity often (frequency) occurs here

INTERPRETATION OF L1 NEGATIVITY (Intensity)

A high intensity score in the L1 quadrant probably indicates negative thinking in respect of

Management:

- who frequently overlook mistakes
- who are not authoritarian enough in their actions or who are incapable of delegating authority
- who cannot evaluate employees objectively
- to whom perfection is unimportant
- who do not have the necessary information at their disposal to do their work well
- who allow standards to deteriorate
- who simply don't have the power to manage

Vision:

- which is unfocused
- which is unclear
- which is unrealistic

Culture:

- in terms of which results are no longer important
- in terms of which thorough work is no longer rewarded
- in terms of which precision and correctness are no longer respected
- which has fallen behind technologically
- in terms of which there is no longer any striving towards perfection
- in terms of which far too much sub-standard work is accepted
- in terms of which high salaries may no longer be referred to

Colleagues

- who have lost their objectivity
- who too readily overlook mistakes
- who always want to be in control

Personal needs:

- My financial needs are not addressed
- My enthusiasm is squashed as a result of an indifferent approach to mistakes
- I am not encouraged or rewarded when I work hard
- I do not have the necessary financial and technological knowledge to do my work properly
- Training in respect of objectives is inadequate
- I have no more authority.

A high score therefore indicates

- that some of the above L1 dominances evoke deep-seated negativity in you and
- that these L1 dominances affect you at various levels (emotions, behaviour, etc.).

Features of the L2 quadrant

The following *thought processes* are processed by the L2 quadrant and consequently the negativity score in the L2 is an indicator of the dominance of this quadrant in respect of the processing of negative thinking.

- Planning
- Must be practical
- Based in action
- Organisation
- Punctuality
- Discipline
- Dedication
- Step-by-step approach
- All the detail
- Operational

-
- Neatness
 - Tradition
 - Procedures
 - Routine
 - Rules and regulations
 - Structure
 - Instructions
 - Safety/security
 - Experience
 - Stability
 - Fussiness
 - Perseverance

INTERPRETATION OF THE L2 NEGATIVITY (General)

A high score in the L2 quadrant indicates that negativity, should it occur, is mainly caused by a low level of L2 domination tolerance.

A high score therefore indicates

- where the negativity mainly occurs (L2 quadrant) and
- that negativity often (frequency) originates here.

INTERPRETATION OF L2 NEGATIVITY (Intensity)

A High intensity score in the L2 quadrant probably indicates negative thinking in respect of:

Management:

- who do not always act strictly in accordance with procedures and policy
- who do not set clear objectives
- who do not put guarantees in place
- who are not interested in detail
- who often appear to be unprepared and disorganised
- who does not focus sufficiently on order and neatness
- who do not exercise adequate control over the work performed

Vision:

- which is not supported by actions
- for which there is no clear map for the future
- which is not practical

Culture:

- in terms of which the traditions of the organisation are no longer respected
- in terms of which quality is no longer respected
- in terms of which thoroughness and reliability no longer count
- in terms of which there is no encouragement of those who work strictly according to rules
- in terms of which there is no more job security
- in terms of which rules no longer apply
- in terms of which employees no longer feel safe.
- in terms of which there is no discipline

Colleagues:

- who show scant respect for the policy and norms of the company
- who do not respect a long-standing association with the organisation
- who no longer stick to time limits

Personal needs:

- My experience doesn't count
- I am uninformed about the policy and procedures of the organisation
- There is too much talk and too little action
- No-one wants to assume responsibility
- I am seeking clear guidelines
- I am seeking security

A high score therefore indicates

- that some of the above L2 dominances evoke deep-seated negativity in you
- that these L2 dominances affect you at various levels (emotion, behaviour, etc.)

Features of the R2 quadrant

- Feelings oriented
- Empathetic
- Social
- Prefers a human environment
- Interaction
- People intuition (a sensitivity to the feelings, needs of others etc.)
- Seeks co-operation
- Prefers a caring atmosphere
- Recommendation
- Body language (a feeling for non-verbal communication)
- Touch
- Passion
- Communication
- Inclined to listen
- Sensitive to the environment
- Enthusiasm
- Sensitive
- Communicative
- Group-oriented
- Friendly
- Tolerant
- Involved

INTERPRETATION OF R2 NEGATIVITY (General)

A high score in the L2 quadrant indicates that negativity, should it occur, is caused mainly by a low level of tolerance to R2 domination.

A high score therefore indicates

- * where the negativity mainly occurs (R2 quadrant) and
- * that negativity often (frequency) occurs here

INTERPRETATION OF R2 NEGATIVITY (Intensity)

A high intensity score in the R2 quadrant probably indicates negative thinking in respect of

Management:

- not concerned about our feelings
- who do not subscribe to an open door policy
- Who never encourage open discussion and the expression of a personal opinion
- who show little faith in the employees
- who never discuss anything important with employees
- who are not team players

Vision:

- which does not inspire
- which does not touch the heart
- which does not motivate

Culture:

- in terms of which people are not appreciated
- in terms of which open communication is not encouraged
- in terms of which concern and empathy no longer exist
- in terms of which the needs of the employees are not understood
- in terms of which good people are constantly leaving the organisation
- in terms of which there is no 'happy family' feeling
- in terms of which the feelings of employees no longer matter
- in terms of which employees no longer feel as though they are part of a team
- in terms of which people have lost their enthusiasm

Colleagues:

- who have lost their energy and passion
- who do not respect the feelings of others
- who show no warmth or concern
- who do not co-operate

Personal needs:

- I'm not happy here
- I'm never encouraged
- Team-building is not encouraged
- My people skills are not up to scratch.
- My real needs are not understood or addressed
- There is not enough development of employees on a mental and emotional level.
- My work is no longer appreciated.

A high score therefore indicates

- that some of the above R2 dominances evoke deep-seated negativity in you and
- that these R2 dominances affect you at various levels (emotions, behaviour, etc.)

Features of the R1 quadrant

The following *thought processes* are processed by the R1 quadrant, consequently the negativity score in the R2 is an indicator of the dominance of this quadrant in respect of the processing of negative thinking.

- Seeks alternatives
- Prefers the holistic (bigger picture) rather than detail
- Strategy rather than operational processes
- Idea-intuition
- Synthesis (combination of different ideas)
- Integration (combination of parts into a whole)
- Keen to take risks
- Restlessness (seeks something new)
- Easily bored
- Experimentation (likes to try something new)
- Diversity
- Comfortable with chaos
- Fantasy
- Surprises (enjoys the unexpected)
- Association (makes connections, see relationships)
- Change/transformation

-
- Adaptable
 - Imagination
 - Flexible

INTERPRETATION OF R1 NEGATIVITY (General)

A high general score in the R1 quadrant indicates that negativity, should it occur, is mainly the result of a low level of R1 dominance tolerance.

A high score therefore indicates

- where the negativity mainly occurs (R1 quadrant) and
- that negativity often (frequency) occurs here.

INTERPRETATION OF THE R1 QUADRANT (Intensity)

A high intensity score in the R1 quadrant is probably indicative of negative thinking in respect of:

Management:

- who do not take the necessary risks
- who do not encourage differences of opinion
- who stick to old-fashioned management practices
- who have no strategic direction
- who do not understand that innovation has to become a habit
- who are not receptive to suggestions by employees
- who are incapable of thinking on their feet
- who are not open to recommendations by employees

Vision:

- that lacks leadership
- that extends no further than today
- that does not enchant
- that does not hold the promise of real change
- that only takes today's realities into account

Culture:

- in terms of which there is no flexibility
- in terms of which initiative is seldom rewarded
- in terms of which mere lip-service is paid to true change
- in terms of which own initiative is not encouraged
- in terms of which employees are not part of the vision
- in terms of which employees seldom take creative decisions

Colleagues:

- who pay mere lip-service to true change
- who have little tolerance for anything different and unusual
- who reject and disparage new initiatives

Personal needs:

- I don't know where the organisation is headed
- I am not encouraged to tackle anything new
- I may not attempt anything beyond my job description
- I am still struggling to manage a variety of tasks
- I am seeking true change
- My work is no longer fun
- The organisation is not taking quantum leaps into the future

A high score therefore indicates

- that some of the above R1 dominances evoke a deep-seated feeling of negativity in you
- that these R1 dominances affect you at various levels (emotions, behaviour, etc.)

More information?

Please contact us to discuss the ONI and how the use of such an instrument can dramatically affect the well-being of your organisation.

+61 3 9850 1221

thinkers@thinkingnetwork.com.au

The Thinking Network™

The Thinking Network™ is a consulting, learning and development organisation. We specialise in the areas of Communication, Future Leadership, Business Innovation and Personal Creativity.

We aim to provide the very best consulting and coaching services, programs and workshops – researching, designing, piloting and sourcing the best product and expertise from around the World.

- **Researching** – we spend a significant portion of our revenue on research into new methods, new materials and new ideas to keep The Thinking Network at the forefront in learning and development.
- **Designing** – We regularly add new programs and new materials to our range to make sure we can meet the ever-changing needs of our clients.
- **Piloting** – We run pilot workshops with all our new programs to make sure that when we finally publish them they really work well.
- **Sourcing** – We don't want to re-invent the wheel! So when we find an outstanding program we negotiate with the provider to add their material to our portfolio.

The Thinking Network™ approach to business means we can:

- Offer regional support for our programs – from New Zealand to Japan, Australia to Europe – and in different languages!
- Support your regional meetings and International conferences
- Provide the most suitable Thinking Network facilitator or consultant for your assignment.

Please ask us – we have an extensive range of innovative learning and development workshops and coaching and consulting services.

The Thinking Network™

PO Box 672 Templestowe Village Victoria 3106 Australia
Tel: 61-3-9850 1221
Fax: 61-3-9852 1190

E-Mail: thinkers@thinkingnetwork.com.au
Website: www.thinkingnetwork.com.au