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PRESENCE: NEW PERSPECTIVES ON THE BEHAVIOR OF PEOPLE AND ORGANIZATIONAL MANAGEMENT

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ABSTRACT:

The discussion emerging in organizations and society rescues the dynamic relationship between individual and collective, in its different manifestations, in schools, homes, organizations, nations and the planet itself. The theme is developed based on Theory U, as formulated by Otto Scharmer, reinforcing that what really matters is to act within the world and not about the world. To achieve the objective of verifying the perception of people on the observation and deep soaking for connection with sources of knowledge that lead to new opportunities and better individual and collective, we used the deductive method with a qualitative and quantitative research at the Regional Electoral Tribunal of Rondônia - Brazil, with the participation of 82 employees through a questionnaire validated according to Cornbrash's alpha. The results showed that there are actions that involve developing more informed decisions based on what is healthy for the whole and there is concern in the organization to develop this understanding, and that people are aware of the reflection of his contribution to work with everyone.

KEY WORDS:

Management Organizations. Behavior. Change.

INTRODUCTION:

Organizations today are found in studies of the complexity of learning a productive field. The findings reached by the ecology, biology and quantum physics, for example, have helped researchers and organizational leaders to design a new image of the organization, whether in living organization and constantly learning.

Those organizations that oppose this picture continue to face problems related mainly to the complexity of relationships. In Western culture, cultural beliefs such as individualism, competitiveness and the mechanistic world view have hampered the coexistence between people, systems, social and environmental. So, have hampered the human relationship with life in general.

In the current practices of organizations, tries to dominate life rather than working in partnership with it. This approach to the dynamics of alien life is seen in leaders who, for example, still promote change from the top down, guided by the levy, which react to uncertainty and chaos through the power invested in fear and self-interest to make people work.

Some researchers and organizational leaders have realized that there is a more simple and natural to lead organizations, those who promote change based on the observation of the whole, work-driven self-organizing processes, react to the uncertainty of chaos helping people in the flow of changes and invest in processing emotions such as love, generosity and cooperation to work better with people.

In this regard, this study aimed to verify the perception of people on the observation and deep soaking for connection with sources of knowledge that lead to new and better opportunities individually and collectively, through applied research at the Regional Electoral Tribunal of Rondônia– Brazil (Tribunal Regional Eleitoral de Rondônia – TRE / RO).

Main reference work was used by Peter Senge, Otto Scharmer, Joseph Jaworski and Betty Sue Flowers under the title Presence. The theme is developed based on Theory U, as formulated by Otto Scharmer, reinforcing that what really matters is to act within the world and not about the world.

With this approach are shown below the main references about the subject, the methodology used in the research and results from the application of the study at the Regional Electoral Tribunal of Rondônia in Porto Velho.

THEORY U: BROADENING THE DEBATE ON MANAGEMENT AND BEHAVIOR CHANGE

Develop an organization that acts as a community requires conscious human intervention conditions deep beyond the techniques already used in studies of organizational change requires changing "inside" the individual. Understand the relationship between persons and organizations that the quality this is the result of individual qualities.

In the book Presence: human purpose and future field, Senge et al. (2007) note that in Confucianism, leadership training is based on the idea that a leader must be a true human being, and must recognize the meaning of life and understand yourself first.

The posture of honesty and self-consciousness deep, according to Zohar and Marshall (2002), requires openness to the experience and ability to see with new eyes to life and others. Requires abandoning the safe space, which is known, exploration and learning contained in it is not known, and live questions and no answers.

Joseph Jaworski, in Senge et al. (2007), records that for several years, has invested in various processes that update and detect new realities before they appear. At the same time, Otto Scharmer, in Senge et al. (2007) presents a theory to distinguish different levels of perception and action, using the image of a "U". Under an interdependent orientation, the Theory U reinforces that what really matters is to act in the world, in reality the way it presents itself, and not about the world.

As Senge et al. (2007, p. 88), the three basic moves undertaken in the U (feel, see and realize) are extensions of what happens in all learning processes. (Figure 1).

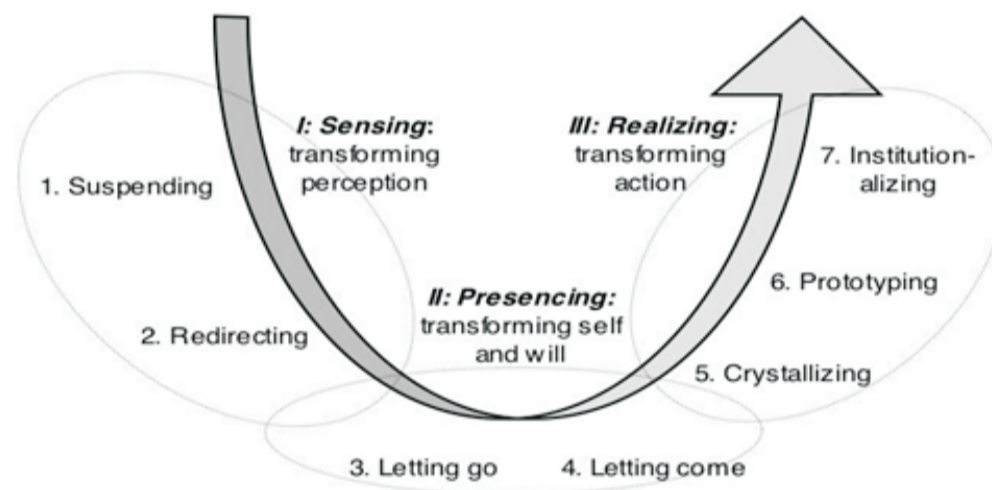


Figure 1 The U Movement: Three Spaces, Seven Capacities
 Source: Senge, Scharmer, Jaworski and Flowers

Experience in the proposal is: "watch, watch, watch - become one with the world." The Theory U suggests a state of co-creation of the individual with the collective, the collective with the world. The individual and the world are interconnected.

The movement of Witnessing requires postures as "gathering up and think - allow the inner knowing to come out." The bottom of the "U" is present. When it is present, the inside moves, letting emerge the real possibilities of connecting the whole. This perception of presence is not an abstraction but an understanding of the experience. At the bottom of the "U" one discovers who he really is. This is the inner knowing full and interconnected with the whole.

Delivering signals, "act quickly, with a natural flow." Move up the "U" involves bringing in a deeper source, something new to reality.

As Otto Scharmer points in Senge et al. (2007), moving the "U" emerge seven key capabilities

(Figure 1): suspend, redirect, let go, letting come, crystallizing, prototyping and institutionalizing. Each capability enables the next, so only when the seven skills are involved, the movement through the whole process is possible.

The person while "suspending" his vision and "redirect" their attention, perception starts to emerge from the whole process alive. Suspend, in short, means to perceive the thoughts and mental models as processes of the mind itself. Capabilities "let go" and "let go" and not ignore or assume value in excess thoughts and mental models only become aware of them to better choices, let all things be what they are, without trial, and why. The ability "crystallize" the person has a vision of what is emerging, and with greater clarity, you can turn to experiment, "prototype", and acting with the live microcosms. After living and approved within a trial, the person starts to "incorporate", institutionalizing, and the new in their day to day. The movement "U" asked a special state care, expressed, in part, as Senge et al. (2007) calls "quiet the mind." This state can be seen most clearly in movements that involve the practice of meditation. Leloup (2002) believes that a thoughtful person is already a person in prayer, in meditation.

The movements that involve meditation and Theory U are not just technical, are arts that lead to a return sacred. In both, we seek to live with the heart, an intimacy with the One, with being (implicate order, as suggested by Bohn 2001). And that does not mean abandoning the world (economy, business, market, organization, distribution of wealth, improving the quality of life); it means the world to participate fully and conscientiously.

In an attempt to summarize the knowledge of the "U" as a theory of presence, Senge et al. (2007) define it as a profound opening of the heart leading to action. They add that this is the longest road to be traveled by a human being: the sacred journey from head to heart.

Shelton (2003) emphasizes that the heart is a basic source of power for the mind-body system. Affirms that the strongest of electromagnetic signals of the human body is generated by the heart. His intensity is 40-60 times higher than that of the brain, suggesting that the heart may be the master oscillator in the human body. For her, the ability to feel, to promote concentration with the heart and not with the mind, provides the ability to consciously choose to maintain the vitality feelings to positive action in the world.

With emphasis on the Theory U Otto Scharmer (Senge et al., 2007) seeks to, as the proposed methodology to assess the perception of people on the principles developed this Theory in the Regional Electoral Tribunal of Rondônia.

METHODOLOGICAL PROCEDURES

Using the deductive method, qualitative and quantitative approach, we carried out research at the Regional Electoral Tribunal of Rondônia, with the participation of 82 respondents in activity performed on 09.04.2013 in the auditorium of the organization in Porto Velho-RO.

The Regional Electoral Tribunal of Rondônia, research site, was created after the enactment of Complementary Law No. 41, December 22, 1981, which created the state of Rondônia, where he was laid in his art. 12, that the President of the Court would provide the installation of the Regional Electoral Tribunal of Rondônia. On March 31, 1982, was installed the Regional Electoral Tribunal of Rondônia.

Since its inception, the TRE/RO have been fulfilling its role in consolidating the democratic rule of law in the country, in favor of acting with transparency and efficiency in the coordination of elections in Rondônia.

For the purposes of this study, we used a structured questionnaire with 07 (seven) closed questions in *Likert* scale, aimed at extracting the degree of agreement of respondents in relation to assertions made in each issue, and presented the following statements:

1. I realize that the organization I work decisions are made after intense observation, good reflection on the situation and consistent action.
2. In my organization decisions are made based on what is healthy for all.
3. The development of understandings and skills necessary for people to generate what is healthy for the whole, is contemplated in the shares of the organization.
4. I realize in my organization that people can understand the connection between what they do and their reflexes.
5. I believe my work is now the focus needed to contribute to a better future. Consider it important to note well what is happening in front of me and the environment before acting.
6. I am aware of how to think and act to achieve the highest future potential.

The agreement was presented as follows in the questionnaire: High, Medium High, Moderate, Moderate Low, and Low.

The questionnaire was validated according to the Cronbach's alpha coefficient, which measures

the internal consistency test, indicating the validity and enforceability of the instrument from the observed index of 0.814, above recommended level of 0.700 generally.

The analysis was performed by adapting the method column on the left and right of Senge, as in conducting lecture on the theme; the questionnaire was applied with the same issues as before and after, demonstrating, beyond the sensitivity of people to the subject, the impact of the topic.

PRESENTATION AND DISCUSSION OF RESULTS

With this scope, we seek to demonstrate the results obtained in the study implemented in this organization aiming to verify people's perceptions about the observation and deep soaking for connection with sources of knowledge that lead to new and better opportunities individually and collectively, allowing inferences about the directing actions taken in this organization from the standpoint of the Theory U of Otto Scharmer (Senge et al., 2007).

The same questionnaire was administered before and after the performance of speech that was widely discussed Theory U as shown in Senge et al. (2007), which led to the answers shown below from the graphs generated, taking into account the degree of agreement of respondents regarding the assertion made in each issue.

Figure 2 shows that the respondents showed agreement with the statement that your organization realizes that the decisions are taken after intense observation, good reflection on the situation and consistent action, this agreement is evidenced by the agreement of moderate to high of 73% before discussion of the subject and 77% after the lecture, noting that there is a search, first, the information through intense observation, corresponding to the movement feel the Theory U of Otto Scharmer (Senge et al., 2007).

The most significant degree of agreement was "moderate" with 50% at time of application before discussing the matter, then 44%, which shows that respondents partly agree with the statement and the reality experienced further distances itself from fully represent the organization that studied the decisions are taken after intense observation and with consistent action.

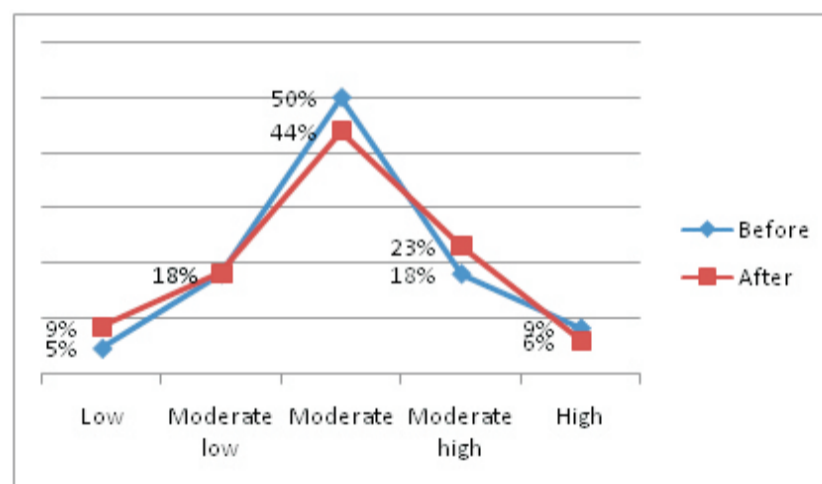


Figure 2 - I realize that the organization's work decisions are made after intense observation, good reflection on the situation and consistent action.

In figure 3, we attempted to assess the degree of agreement of respondents regarding the assertion that decisions are made based on what is healthy for all of the TRE / RO, and on this question showed 68% of respondents degree of agreement moderate to high before the lecture on the subject, and 78% after the presentation. This assertion establishes a relationship with the movement of witnessing the Theory U where you can establish a connection with the whole and work according to their best ability.

There is also that after having discussed it, there was significant change between the degrees of agreement "low" and "low moderate", which previously had 7% and 13%, and then began to show 13% and 21%, which shows that after a better understanding on the subject was perceived greater number of respondents that decisions, most of them, not based in accordance with what is healthy for everyone.

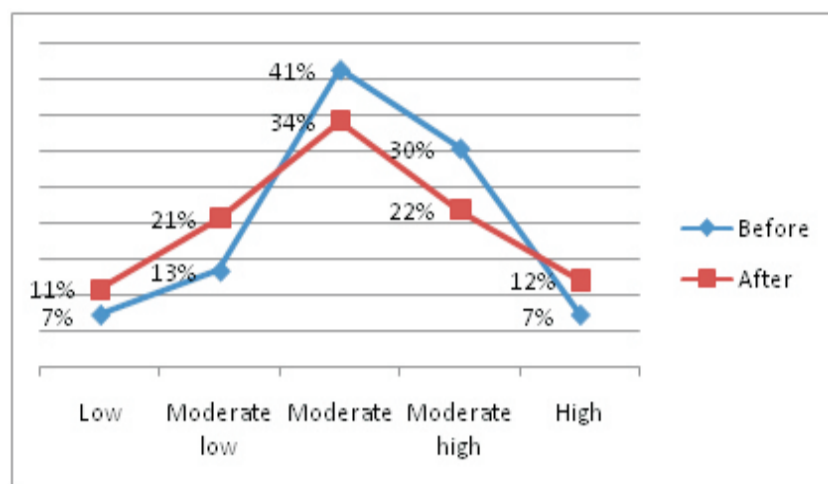


Figure 3 - In my organization decisions is made based on what is healthy for all.

To verify the performance of actions by the organization (TRE / RO) that lead to thoughts and actions proposed in the Theory U, explored in the assertion shown in Figure 4 the degree of agreement of respondents to the development of understandings and abilities, necessary for people to generate what is healthy for the whole, is contemplated in the shares of the organization, where 79% respondents agree, moderate to high, before the discussion of the topic, and 77% after the lecture, which shows that there evidence that TRE / RO strives to develop actions to enable people to develop these capabilities.

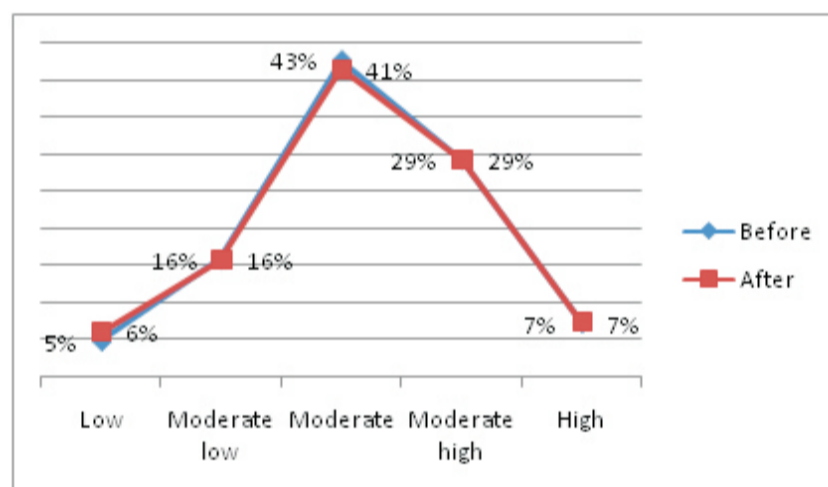


Figure 4 - The development of understandings and skills necessary for people to generate what is healthy for the whole, is contemplated in the shares of the organization.

Figure 5 shows that 80% of respondents indicated degree of agreement was moderate to high, before the lecture, and 72%, after discussion, they realize that the TRE / RO people can understand the connection between the they do and their reflexes, also citing the existence of behaviors and attitudes that reflect the movement of Witnessing the Theory U (Senge et al., 2007).

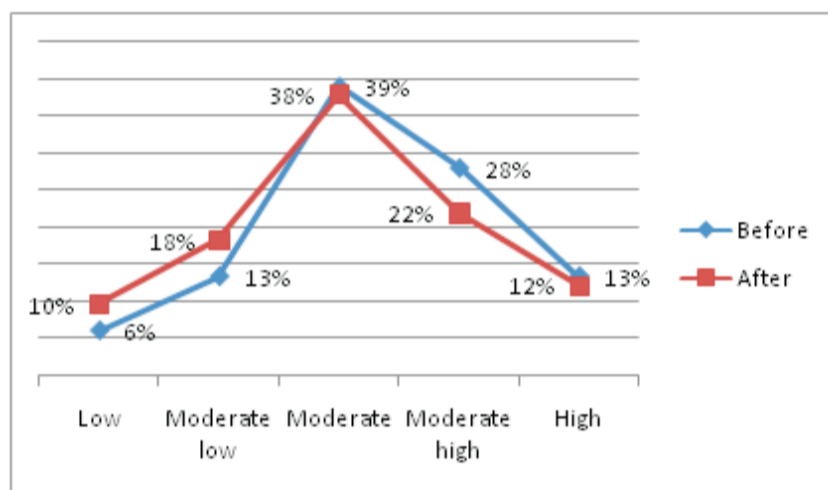


Figure 5 - I see in my organization that people can understand the connection between what they do and their reflexes.

In assertive in figure of graph 6, 95% of respondents degree of agreement showed moderate to high, before the lecture, and 89%, then on believe that your work has the focus needed to contribute to a better future, therefore, in congruence with the principles highlighted in the Theory U (Senge et al., 2007).

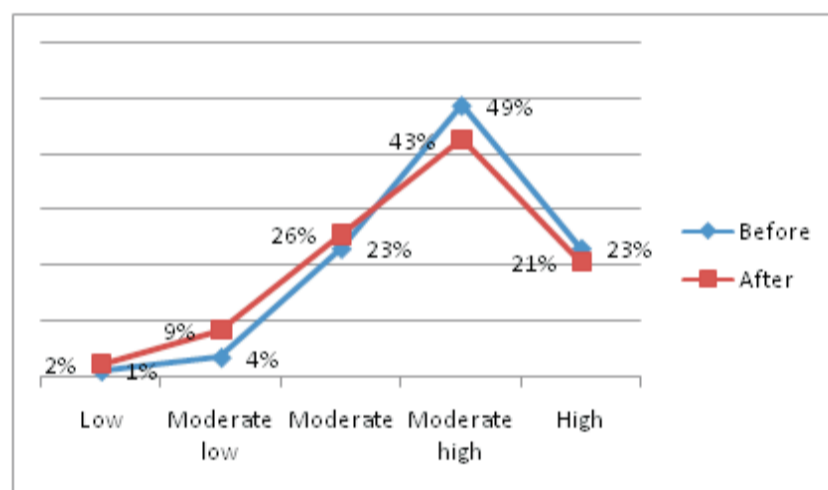


Figure 6 - I believe today that my work is the focus needed to contribute to a better future.

The assertion shown in Figure 7, we sought to demonstrate the application of movement Sense of the Theory U in the behavior of individual respondents. In this assertion, whether considered important to note well what is happening before them and the environment before you act, demonstrated 100% agreement level of moderate to high, before and after the lecture, with the difference that 41% reported high concordance before and after 37% of the subject matter

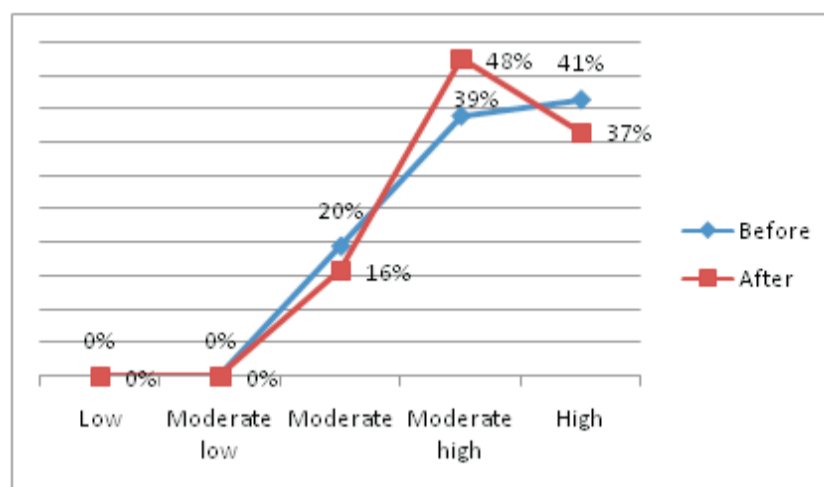


Figure 7 - I think it important to observe what is going on well before me and the environment before acting.

Figure 8 shows that 96% level of agreement showed moderate to high, before the lecture, and 95% after, and 32% with high grade 35% before and after, about the assertion "I am aware of how think and act to achieve the highest future potential." This assumption aims to verify the perception of motion on the adoption of implementing the Theory U which involves bringing a deeper source of something new to reality (Senge et al., 2007).

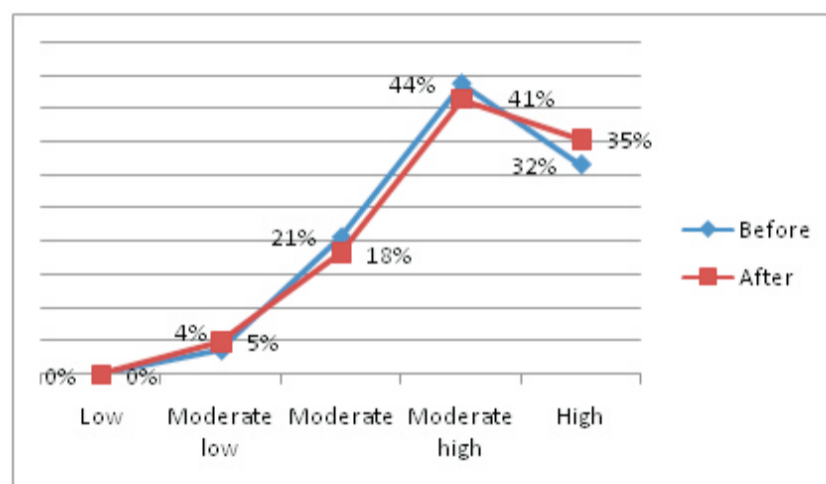


Figure 8 - I am aware of how to think and act to achieve the highest future potential.

Overall, on the approach before and after, the responses obtained in the form of assertions by the degree of agreement made, no significant deviation obtained by the difference in the time of application, which demonstrates that the TRE / RO through its employees already is acting in congruence with the principles discussed in the Theory U seem fully aware of what is going on all around, searching for observation, reflection and action consistent with what is best for everyone, and that people participated in the discussion of the issue has developed sensitivity to this approach.

In the analysis of issues involving the views of respondents on practices and forms of decision making in the organization, assertive 1-4 and figures 2-5, prevailed the degree of agreement "moderate", indicating too, and the comments already mentioned that in reality the organization has distanced himself from the full application of the principles discussed according to Theory U of Otto Scharmer.

As for assertions involving the personal conduct of the respondent, assertive 5-7 and figures 6-8 the incidence was higher in the degree of agreement "high moderate" at the time before and after, indicating that individual people have concerns and seek direct their actions as discussed in Theory U.

FINAL THOUGHTS

Given the objective of this research, the results showed that related to the organization they work for, there are actions that involve development of more informed decisions based on what is healthy for the whole and there is concern that people in developing this understanding of the organization.

The results showed that individual people still bother to think deeply before making decisions and who is aware of the reflection of his contribution to work with everyone. In comparison, the right column and left, there were small deviations which show that there was already concern over the issue and that their responses were not significantly influenced by the subject matter.

In the routine efforts of organizational learning, still prevails a blind adherence to the "action plan" and the steps therein. On one hand it helps, with its Cartesian logic, guiding the path toward a goal of change, the plan ends up reinforcing - the group's analysis of Senge - the separation between the actors in the process of what we want to change.

To create a better future for all - do - you must act "in the world" and not "on the world." The act of "practice", which is the right stem of the "rise" of U, implies revealing a new reality and builds it collectively, from a natural flow of change. While the goals of sustainability are only "statements of high purpose" in beautiful documents that hang on the wall, and the path to reach them fail to consider how people experience the issue, the necessary change will go slow and artificial.

Thus, this study showed that about organizations that seek such a responsible manner and consistent with the needs of all the TRE / RO is shown sensitive to this approach and is seeking to develop actions to enable people to develop behaviors that reflect this. However, in reality the organization has distanced him from the full application of the principles discussed as a Theory U of Otto Scharmer.

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