

Example of a misunderstanding caused by an organizational filter

An SME active in the plastic sector hires a new boss who plans a geographic expansion at an international level. Two managing directors out of four support her in this process. The two others find the idea absurd and unrealistic. They do not miss an occasion to criticize the decision and argue that they lack the means to support this ambition.

Managers who are working in the SME will hear two contradictory messages in their daily activities, and will fail to know what is right and where they should be heading. This is all the more true if they are reattached to one of the two refractory directors. In addition to their incomprehension, they will have to deal with the issue of the loyalty to their boss.

The other managers, who adhere without reserve to the vision of their new boss, speed up with her and get ever angrier at their hesitating colleagues. The division of the directors thus spreads to the management. It is only a question of time until the base also splits up into two camps.