



# Images of Organisations

## Concealing Information

The individuals believe that the information they have is valuable to them, and are unwilling to share it. The expressions show that they are very secretive and do not trust each other. The books containing their 'knowledge' are being kept close to them and they are going to some lengths to actively conceal them from others. It is likely that these people are suspicious of each other and are unlikely to risk transferring their knowledge - this is not a collaborative team!

**Example questions you might use if this is the chosen image.**

### What are the effects of competition in your organisation?

- Is competition important to you in your organisation?
- Is the competition internally or externally focused?
- In which situations is competition a motivating factor?
- In which situations does competition de-motivate people?

### To what extent do people trust each other within/across working teams?

- Are relationships in your working environment open and trusting?
- If not, what could you do to improve the levels of trust within and across working teams?
- How do you build trust when working with new people and retain it in longer established relationships?

### How willing are people to share information?

- Is information widely shared around the organisation?
- To what extent do people make learning available and open to others? How much do people behave as if 'knowledge is power' and what effect does this have on the wider organisation?
- Do people feel able to speak openly and honestly?
- Is open and honest feedback part of normal working practice?

### What level of risk-taking is encouraged?

- How do people react to risk? Is it encouraged or avoided?
- Is innovation threatened because people fear failure or is failure encouraged as part of a learning process?