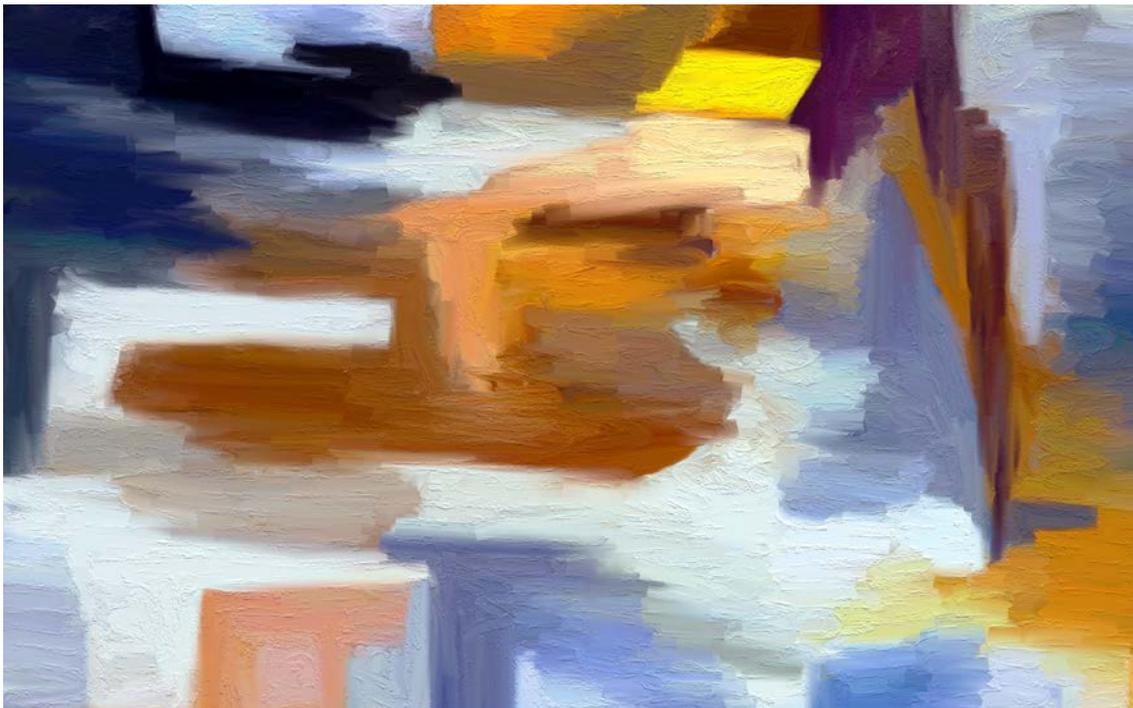


Growing up healthy



The concern to keep levels of economic performance maintaining personal well-being conditions is a topic of major interest in most organizations in the living conditions of the present context. On the one hand, it is clear the limit of growth rates in many manufacturing sectors in all regions of the world. On another hand, due to global interdependence the instability is present in all decisions.

In this pursuit are many companies with a huge diversity of solutions. This search responds to a need for growth and development in a decade of transition between the hegemonic industrial model and a new productive conformation with unpredictable scenarios. We are living in a production system we cannot give up, but we need to redefine it in order to achieve a different quality of life in front of a historical moment that reduces the levels of growth and increases the levels of instability.

From the chastity to anxiolytics

When the chimneys of the early nineteenth century began to expand the production and the industrial growth shaken the Victorian monotony, Freud opened the doors of the unconscious. The world acceded to causal explanations of daily symptomatic manifestations from a new perspective associated with sexual repression. Traumatic sexuality as the cause of many symptoms grew both as chimneys, more associated with the repressive force of Victorian morality to the productive power of the Industrial Revolution. The sexuality, in the beginning of last century, was unproductive for a system where 90% of the work was based on physical effort. The moral of the "Victorian Era" was only a functional excuse for expansion of an industrial model that needed the energy from the minerals and the workers.

The concept of "traumatic sexuality" as the cause of many symptoms grew together with the chimneys. The causes of these symptoms were more associated with Victorian morality, not with the consequences of the Industrial Revolution. The sexuality, in the beginning of last century, was unproductive for a system where 90% of the work was based on physical effort. In this framework, the moral of the "Victorian Era" was only a functional excuse for expansion of an industrial model that needed the energy from the minerals and the workers.

The social "symptoms or illnesses" that characterize a historic period have always been associated with the living conditions. What defines the patterns of illness depend on the conditions of life of that society. And these conditions are defined in the relationship between "production and well-being." If we think today, repressed sexuality is far from the pathological basis of our time. On the one hand, physical workers have been reduced to almost a third from the Victorian Era. On the other hand, the diversification of job roles, have expanded the diversity of everyday symptoms. The diversity of symptoms present currently ranges from classical diseases, which are of higher labor costs (depression, heart disease, stress, physical trauma) to

the most modern, which in the last years have grown exponentially (panic disorder, Burnout , addictions, abuse, etc.).

Over the last century, different productive moments have generated a series of theoretical and methodological analgesics to balance temporarily the well-being maintaining the conditions of production. In more than a century have changed the symptoms, but the relationship "production and well-being" has not changed.

Nodes of transition

The daily headlines show us a landscape of failures in the current macroeconomic situation. These mistakes are caused by solutions coming from old patterns of thought. In front to the amplitude of the unknown, the automatic answer has been pressure on old models and recipes in an attempt to control the volatility of the environment. But this behavior creates a vicious circle of crisis. The more pressure on the productive conditions generates more symptoms in the quality of life. This is manifested in a wild race to "nowhere" that leads to self-destruction of the system. This is the feeling that occurs sometime in the life cycle of a system. The sensation of "running to stay at any cost", in a race that doesn't lead anywhere. This vicious circle transforms the system into worst enemy of growth. The biggest obstacle to growth is the way of life of a system, beliefs and attitudes that leads to a system to live under pressure, keep competitive conditions at the cost of a variety of symptoms.

Transformation challenges

The possibilities for growth, development and transformation in human systems (individuals, groups or societies) are intimately linked to the well-being of productive areas. This relationship between "production and well-being" is dynamic with different cycles in different economic sectors. When the production conditions create pressure on the well-being, the relationship

begins to suffer stress. At this time the symptoms stops the growth possibilities. Symptoms appear in a company, organization or social group when this tension cannot be resolved and people become trapped in a vicious circle that leads to "run wildly" to live in a way forced to work under pressure.

From this perspective, the competitiveness of an organization is measured by its ability to respond to environmental demands. The competitiveness is not related exclusively to profitability or market share, size, strength or geographical coverage. Competitiveness is the physical and emotional capacity of a human system to maintain its level of response with the lowest level of symptoms or dysfunction. In this way, productivity is directly related to the living conditions (or working) in organizations. The relationship is directly: a better life, more productivity. This involves profitability, innovation, reduction of labor costs, participation and commitment. Competitive with quality of life is related to a symmetry in the relationship "production and well-being." This means keep production levels while maintaining the conditions of well-being, which allow levels of growth, development and transformation.

The search for better living conditions, at present, is usually approached from fragmented and isolated solutions (courses, lectures, seminars, exercises, etc.) without regard the patterns that define a system. To structurally transform the living conditions under the current production requirements necessary to address three dimensions of implementation.

- A. MANAGEMENT OF SUBJECTIVITY is the personal dimension of transformation. How to prepare people to face a new context and that's involves cognitive aspects (to extend the capacity of reading the context), emotional aspects (to handle the feelings that appear in front of this new scenario) and technical aspects (with new skills for instability).
- B. COMPETITIVE ARCHITECTURE is the operational dimension of transformation that is related to the design of a structure for living in motion. This includes a series of processes that

ensure stability and processes that provide flexibility and exploration of new conditions of development.

- C. MANAGEMENT OF POSSIBILITIES is the strategic dimension of transformation related to the management models. This aspect implies a transformation of the conventional strategy based on "the formula of the enemy" for a position of exploration and realization of "niche development." The management is related to the design of alternatives and the realization of opportunities.

These three perspectives of transformation (individual, operational and strategic) responds to three challenges: How to create development alternatives for extending the range of opportunities? How to maintain parallel scenarios of possibilities to expand the range of decisions? How to expand the management models to support different perspectives of intervention? To address these challenges is necessary to develop new skills that allow interaction with unstable environments. Traditionally, the skills associated with the abilities and resources to perform a role. But beyond the resources and technical abilities must be prepare people to face new conditions of production that affect our daily work. These skills are relate to: the capacity to explore and expand development options, the ability to create opportunities and to materialize possibilities, the capacity to act and decide under uncertainty, the capacity to assume challenges and leading projects in the dynamics of changes in context.

The instability creates possibilities of competitive development with alternative solutions to the same paths always symptomatic. In this case, the basic premise to remember is that human systems are symbolic systems that recreate new forms of life permanently. Until now, much of our creativity has focused on the production of symptoms, but is latent the capacity to design opportunities and explore new possible ways of organization for a new context in training.

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