



When contracted with typical syndromes of information impact, a stereotype pattern of psycho-physical actions is encouraged leading to a supra-emotional but mechanical lifestyle, *observes Nitin Salve*

# Constructive Isolation

The annals of human history witnessed birth of Adam and Eve. For long time there must have lived a company of limited few on this planet. Gradually more people gathered and the company burgeoned to nice socio-economic sphere. The interactions developed, improved with it were ways and means for sophisticated communication channels. The preliminary interactions were dependent on body movements and voices rest followed thereafter. The use of symbols and notations lead to birth and rise of complex but interesting Language system. Silence or isolation broke off with time, letting the communication system help societies to assuage the magnitude of grief and loneliness. The people, who wished advancement in communication, searched creative paths in establishing quality reception and effective dialogue. Advancements and advantages walked hand in hand reasonable enough to set tune for information storage and distribution, networks kept

on adding by leaps and bounds. Multifold increase in information essentially solicits information processing techniques that must classify data similar to alloy segregation and fraction distillation techniques used in mining process. With data-mining and data arrangements many advantages followed in last decade or so, lifestyle eased substantially paving way for next revolution, so called information revolution. However every pasture is not that green to assume safely such revolution would be a comfortable and peaceful journey. It simply can't be! For a simple reason that plenty and nuisances are symbiotic. Trapped in the heap of information, a stereo-world far from actual is consequential wherein missing out in the heap of the information wouldn't be a rare event. This is called problem of plenty! Additionally, the external environment can put in place strong competitive turf for any informed individual to direct his efforts and thoughts continuously in line with an

aspiration of staying ahead of times in socio-economic sphere indicting loss of creative energy and time which otherwise would have been used in building happy utility . Easy rational of communication is defeated when instead of happiness gross complexes develop. Further, the decay of information is so fast that the relevance becomes dead if information is not updated with time and quality. Similarly the personality of an individual needs time to renovate his building blocs that could bring more joy and happiness not only in his life but also in this information world. It is very well understood that the basic building block of the perceived world can not be anybody that an individual himself because he can see the world the way it is through his knowledge and insight. When contracted with typical syndromes of information impact, a stereotype pattern of psycho-physical actions is encouraged leading to a supra-emotional but mechanical lifestyle. It suggests a weary situation not quite useful in out-of-box thinking process that goes beyond the immediate emotions & information world and creates holistic visualizations of human goals for greater good. When seen on psychological levels, we find that the self many a times acts as a laboratory for producing nice formulations to crack the jinx and stereotypes. These are the times when selective information is converted into beneficial intelligence for organizational dynamicity and freedom. These are the times when thoughtful silence is observed. A temporary purposeful isolation has potential to take

individual or group's gray energy to such a level that it can transform the complete workplace and can help reach organizational objectives faster, just like silence before storm ensures joyful rains.

The paper discusses here about how effective human oriented transformation can gradually happen in organizational settings. The paper goes further and contemplates on how effective strategy building process can take into account individual isolations and group isolations techniques for building a right atmosphere within organizational boundary and otherwise. The isolations are expected not only to enhance an individual experiences but also elevate the situational appreciations as a part of team if it is a group, as a part of a group if it is an organization and as a part of an organization if it is a sector. The benefits of constructive isolations are inevitable to an organization in particular if practiced in a systematic framework. Balanced and dynamic decision making is one among them.

## Isolation and Interaction

In several organizations, working culture differs as people differ but one thing that stays common is need of information exchange through connections both at interpersonal & intrapersonal levels. In ordinary circumstances it is highly unthinkable for an individual to keep oneself out of interactions forces inside and outside. As behavior is product of habits, experiences and impressions on mind, shutting doors to information exchange is a typical case of a closed behavior where person remains aloof form world. More precisely it is termed as isolationist behavior and sort of unacceptable tendency which is supposed to be overcome by enlarging range of interactions and creating more space for information. Essential for competitive survival, organizations and people resort to some policies & mechanisms and employ financial resources. The team work is a mechanism that encourages individual involvement in group activity participation and group



coherence. Isolation that way is understood to be retrogressive for group dynamism and so generally seen as a problem to tackle with. On the other hand, interactions enlarge information world and imbibe some plastic impressions on mind suggesting acceptance of all informational abuse. Strange as it sounds, but formulating the problem to prove that it's not a problem is always challenging and demands clear-cut & deep understanding of the issues. Isolations have to be understood from different angle. Isolation in the English Terminology connotes alienation. The alienation can operate on two levels so we divide them in two types - there are Individual Isolations and Group Isolations. If words were to be redefined, nomenclature is to be revisited then individual isolation as a process is an act of keeping an informed individual aloof from the psychosomatic forces born out of close informational exchanges either with living being or with non-living machines. Whereas Group isolation is an act of keeping cover on group so that it works independently for some time without exchanging with other similar or dissimilar groups

Unlike isolation, interactions by themselves are quite neutral. Opposite to isolation is the world of interactions occasionally. They can be seen on two levels. Firstly on individual level, an individual passes through voluntary or forced situations wherein he tries to give responses and makes attempts to adjust his mental settings according to different nature of information

connections in an organizational setting. Hardly denying to the fact that this is significantly small portion of his daytime life instances where his consciousness keeps riveted around innumerable information connections in socio-economic sphere. The situations can be his workplace or his dining place or his home or at board meetings.

Secondly at group level, the interactions are formal, structured but delayed. The individuals as a part of social system are prone to identify himself with any group, class or community. The process of socialization in organizational settings is quite complex and helps to create culture of its own. The group identity crystallizes only due to informational exchange with other groups. In the group level interactions self is diminished in group identity flux and the dimension of inclusiveness brings in group awareness. Unlike other animals, humans have the capacity to contemplate themselves in a group and possess capacity to distinguish quality of group interactions if they are not abundant. Just like proper human body has different complex systems such a cardio-vascular system, digestion system, respiratory systems...etc interconnected within to respond gross worldly interactions, in the same way a proper group responds to different groups in constructive manner by taking enough time to understand itself.

Quite often group and individual interactions are found in full ranges, sometimes very dull or sometimes

very noisy. Whatever is the state of affairs, the nature of interactions has to be distinguished between open, insulation and isolation. Insulation leads to permanent close of relationships with the group whereas isolations are temporary. Temporary isolations and effective interactions can bring in several good changes within individuals and groups.

## Such is the world of individual interaction!

### Anatomy of individual isolation

It can be noticed that people talk to themselves much of the time...not necessarily loud, but internally. They not only evaluate their actions in such sessions; but they also contemplate the actions they wanted to undertake next; sometimes they modify their course of action. People also generate scenarios and contemplate on how they might act or react if a given set of events occurs. All scenarios spurt up from direct or indirect experiences. As individual self is inseparable from his experiences, he has an "objective" nature as well as the "subjective". Self always gets attached to touching experiences of subjective nature. The more subjective feeling develops more dependents individual becomes. The more dependent self becomes the more it expects help from other

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individuals and seeks companionship for many situations. Here we are speaking about the reliance on the information provided by others specifically. The surrounding information channels occasionally lack neutrality and limit the evolution of useful imaginations and solutions. It is found difficult to reach at any particular solution if the problem itself is missed in information transmission completely. The case can become similar to a situation where an ointment needs to apply for headache goes for backache. What shall we expect if this kind of situation persist around? So information and neutrality of information are two very important things, as perception of the problem has potential to differ the solution. The formulation of the problem requires an individual to first identify the problem completely within 360 degrees. This can only happen if the relative study time is accorded to an individual for identifying problems in his own perspective and then making an attempt on experiential levels to find alternative solutions than to relax and corroborate on the suggested answers. The missing out on problems leaves with huge opportunity cost for no timely right answers. The damage done by no-right answer is even greater. However it is interesting to be seen through study that how much impact of crowd is on individual freedom to define basic framework of problems and then ways out for solutions or strategies? Such researches can evolve handy tools to organizations to institute best practices for strategy creation in

situation where different market dynamics operate. In the absence of which it would be interesting to see how the problems become big and individual aspirations for better solutions are defeated. If that happens, sadly, the result is death of individual innovations. This is really harmful to organizations and to individual progress. The individual need however is effective freedom for some timely instances. Simultaneously when we see the interaction process at its roots, we see some physical and psychological hurdling forces are active against free informational flow. These forces are either extrinsic or intrinsic. Intrinsic forces correspond directly to the unsatisfactory human notions. Most of the mental levels tend to dissatisfaction and efforts are always required for easing out the intrinsic forces during interactions. The reason can be accorded to mental phenomenon and its functions. In normal circumstances functions are present feelings, perceptions and imaginations. The intrinsic forces are invisible and deep rooted. The present understanding takes backseat when they operate. The expectations, prejudices and self perceptions impact the cognition levels impairing the neutral perspective of the situation. The

information world adds fuel to it. So a timely isolation becomes necessary to cut of those information streams so that psychosomatic forces are released. An individual gets time to understand his stands in the complexity born out of comparative analysis that shakes the very foundations of his self and helps to clear ways ahead for him and others too. Interestingly in a situation where leadership is of prime importance such instances are very vital .Otherwise remark are natural - if an individual is himself not clear ,what to expect from others who are following him. The leaderless path is inevitable. This leads to a bad jolt to the leadership qualities of an individual if the individual continues to survive in an interactive atmosphere without vague understanding of situations. To understand self he needs to find out some time, during which he makes available to himself and understands the actions warranted to narrow the gap for neutral bridges in an organizational setting. As if calmness before storm- he is cutting his interactions off for finding gateway to war winning strategy. Times he comes out with a completely different understanding, uncommon perspective for the



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problems posed. During this time he also helps himself by understanding his own understanding of void in mesh of problems. His thought packages indispensable for framing futuristic propositions when this happens. In the process the self identity with every problem gets vanished. The relegation of this identifies makes the thinking neutral with least consideration of short term benefits. Subsequently, neutrality crystallizes real world situations. This process makes the problems more crystal clear. The level of understanding that is achieved is itself enough to make the problem definition clear. Once problems are defined clearly hardly there is other chance to move on different track. The solutions are eminent. The results are far-reaching. The solutions have deep impact in actual practice.

It happens seldom that the intrinsic forces are stronger than the extrinsic forces. For an individual, the extrinsic forces are born out of the relations with surrounding living elements. The comparative framework here is operating in perceived world. Primarily, the analysis and perception of extrinsic thoughts arise at psychological levels. But the comparative framework always depends on outside world encompasses plethora of comparative objects. The complexity involved in the outside world forces are therefore less complex than the inside objective understanding. The entire phenomenon manifests into haze or mesh of problems. Minimal the level of external forces, less are the

chances of falling in a trap and missing priority of the problems. Therefore external forces do matter a lot. The external forces impact differently in different situations. The situations can be environment like workplace environment or home environment. They can be motives like deception or appreciation. They can be creational not directly linked to the individuals but affect him remotely like technology. The information that is transmitted with the external forces is multivalent and difficult to categorize but levels can be understood. The interpretation of same information can be just opposite in different situation. The effect of the magnitude is reflected in soundness of the strategy.

The confusion syndrome due to

surrounding atmosphere is very widely seen when we go down the hierarchy in any organization. Exactly opposite is seen when we go up the hierarchy. Ex. Pictures and symbols make sense to workman more than workflow description. However, as the responsibility increases in decision making process, the cost of confusion runs quite high. The people in the top management levels are qualitative if they have the ability to take the decisions within shortest time. But owing not to have understood the real situations and problems in the outside world and forces of it, the problem is defined in frivolous manner and the confusion takes birth. The confusion sometimes is not figured out. But the perplexities, in which the



managerial decisions are given birth to, are vulnerable for components of instability due to confusion. The understandings reflected out of the forces which are very external to the self and necessarily varied in nature. The heap of external information falls in this category if it is in the form of report of lectures or data. The case is similar to human system of response-to-stimulus wherein stimulus is small if response is small. If the stimulus is given to every part of the body; the response is bound to be complex rather confused. Same is the case with the information-reception and effect. Information is always beneficial but the impact of information from all the corridors is not beneficial sometimes. The impact of clubbed information packets is adverse to the extent the system may crush. Its impact can start from information collection stage to information processing stage. The limitations with which human beings work is yet another factor. The memory cells has retention capacity in limits. Our understanding of medical sciences tells us the neuron capacity in processing in the information is limited. Information enters through one of sense organs, along with much other data and relevant info can loose very quickly in about 250ms.

But do they bring in by themselves? No not at all. The knowledge obtained from the information has to be converted into intelligence. The utility of information only comes to picture if intelligence is activating the organs of organization to do the work in right

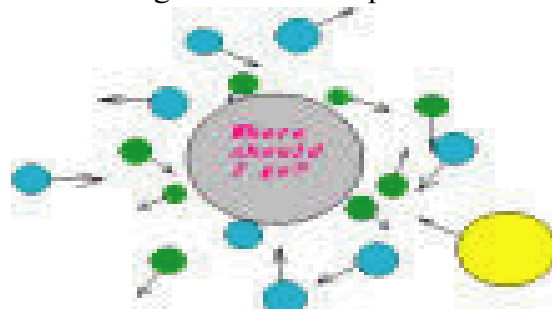
manner and in right direction too.. The tryst to negate this adverse impact is vital in the era of information economy. The perspectives with which the situations are seen are the only reasons to make our prejudices stand independently faltering the process of problem identification in real sense.

## Cocktail Party Phenomenon

- Cocktail Party Phenomenon- ability to hear our name out of a room full of conversations taking place is one of few explanations that can go for the effective solution for the information heap based decision-faltering process. The analysis of the phenomenon will make us understand that the process which goes in the reception of the name utterance. The words are very well receptive because we have felt conscious of the words in our void time. This makes us crystal clear that whenever we hear similar frequency words we go back unintentionally to the void period happenings. Here it is of vital importance to understand the process of processing of the information. The information is managed so that the relevance is

not lost. The management of information helps to isolate the irrelevant information. For an end user the isolation of information very conspicuously helps to gear to a right approach for further processing or actions. The understanding of Information management is that way very important. According to Hypertext definition of Information management is - The planning, budgeting, control and exploitation of the information resources in an organization. The term encompasses both the information itself and the related aspects such as personnel, finance, marketing, organization and technologies and systems. Information Managers are responsible for the coordination and integration of a wide range of information handling activities within the organization. These include the formulation of corporate information policy, design, evaluation and integration of effective information systems and services, the exploitation of technology for competitive advantage and the integration of internal and external information and data. Information qualitative edge is a basic building block for the next information processing companies. The process of isolation

Brownian motion forces in a Fluid resembling forces in Group interactions



**Fig.1.1 Brownian Motion and Group interaction**

of the information itself is very important. The isolation of the individual from the information heap corresponds to his saved time. This period actually helps him in gearing him up and in making himself understand and prepare for next battle. The individuals who reinforce qualitative notions about him and about the understanding of the situations make him select the right approach choice. He becomes a crystal clear for the future actions. Once done in proper manner the individual is ready to take pragmatic decisions. The picture of a greater good that is to be targeted comes out from the inner appeal in the individual during short contemplation period. Individual attractions to the nonsensical things are cut off. The responsibility he undertakes without any hitch. The importance of self is felt when we get alienated from the rest. The confidence drives him to take initiative. Situations become too real for him.

## Anatomy of Group Isolation

In the similar way the Groups also act. The group in every other circumstance behaves very similar to an organism. The characteristics of a group are subjected to change in a phased manner in the same way as individual characteristics are. For most practical purposes group resembles an individual. More or less the distinctive Group in boundary conditions acts as an individual. The group like an individual interacts within. The

group fights for the balances within. Therefore it can be said that the forces to which a Group is subjected is like an individual resting two locators one is living and other is nonliving object. Non living objects can be from print media to advertisements. They have a silent impact. The living objects can be from an individual to a group. The interactions do involve the forces, sometimes if not analyzed in the right manner prove detrimental to decision making process.

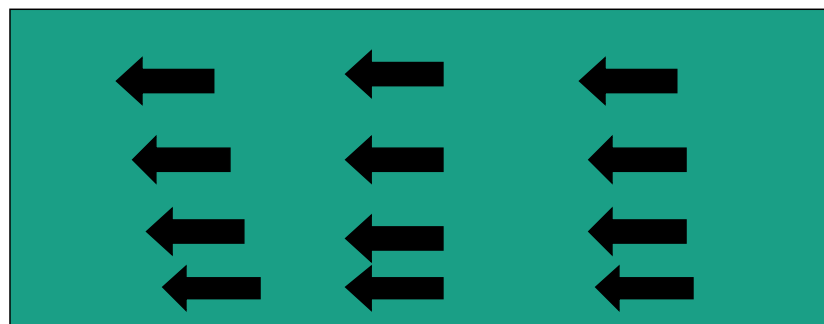
**The forces are 1. Which are within the group 2. which are outside the group.**

The forces, which are within, are intra-group forces. The exactly physical phenomenon that resembles the forces in an infra-group is Brownian motion type. They are just like the colliding particles in a fluid. In the Brownian motion the particles move(fig 1.1) in rampant way exerting pressure on each other. The totality of the resultant force is difficult to settle at a peak because of no harmony. The pressure increases as the fluid size increases. Similarly the process is more complex in the larger

organizations Robert Galvin, son of Motorola Founder said "intelligence of an organization is inversely proportional to the size of the organization". larger the organization more obtuse in their action and decisions and there is greater propensity of blunders. Those groups, which have frequent interactions, are subjected to erode their originality of thinking. The group loses the heart of gray storming. The interaction that is soothing does make the sense in this kind of situations.

The interaction requires some time period. The period for this process is period of just isolation which if cost-wise staggered does not cross the opportunity lost without it. The group which has interaction with the pause ,called isolation, is definite to have a situation under surveillance always. The interactions are converted into an opportunity this way. The creation of harmony in the group is of vital importance. The harmony creation requires alignment of the individual in a group to keep their understanding pole in a unidirectional way at a particular point of time. The best way is to

## Aligned Understanding poles



**Fig 1.2 Thought package poles in relation with the magnetic poles.**



alienate from the external world and let the group take time to perceive the way in which the alignment can happen. The perception is holistic if the interaction from the external forces is not taken into consideration at all. The priority is that the forces inside the group have to resolve in a same direction (fig1.2).

The forces from the external world affect the communication systems and its harmonious framework in berserk direction. The individual and group are part of the system wherein the forces operate. To resolve these forces in unidirectional way, there is need of a facilitator and relevant processes. The concerned group should undergo such process by which the polar effect at every individual becomes similar. Within such time, group prepares for resolving several informational impacts on its members and equalizes the intensity of the effect of external world. The process is very important in organizational environment. Though not necessary but SWOT analysis can help a bit i.e. strengths, weakness, opportunities and threats. The

information transfer in single direction makes the group to identify its inner capabilities. The unidirectional though packages have tremendous acceleration and speed to venture into any area. The level of thought formation is again a welcomed feature that spreads very effectively. As seen in the above sketch, the understanding is aligned in a unidirectional way. The thought/strategy/policy poles are assumed to be kept at each end. The poles however different in direction are now ready to form an opinion in unidirectional way so that majority opinion follows. The decisions, which are coming out of virtual isolation take insignificant time and makes the firm confirmation of objectives among the group members. The consciousness with which one takes part in the process of Constructive isolation is expected to deal with real life situation that has some hypothetical conundrum. In an ever-expanding horizon in the

field management sciences, the team working is always in focus of study as a part of intra-organizational and inter-organizational strategy making process. Magnetic information flow model needs to be studied farther to fix some of the interpersonal prominent group problems. The models taken together however justify attempts to address several issues at one point of time.

## Constructive isolation at work

### Isolation of an Individual -

The literal isolation is simply not possible for an individual in today's information world. But constructive isolation can be practiced in simulated atmospheres and the facilitator can make this happen to certain extent by making individuals stay physical off from workplaces for few hour time slots once in a week. The workspace designs should include design for constructive isolation chambers. The job of a workspace planner is to design a Constructive Isolation cabin in a way it temporarily shields an individual from the intra-



organizational and interpersonal communication, extraneous noise and momentary shielding of official responsibilities. The cabin has to be thought provocative yet with calm ambience. The cabin

can also be impressive place where an individual can stay for



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moment when he thinks its time to reframe, to solve and to extend the problems or strategies after seeking advice from facilitator. A typical cabin may have a time-watch, which sounds at every stroke.

During the CI (Constructive Isolation) sessions, there is no target as such but keeping silence and listening to the clock tone is the best advice that can be given. He is facilitated with writing material. He can temporarily feel in unison with the clock sound. If it's a problem solving session, the provision for making him aware about the background of the problem can be done thru latest hearing aids. In other CI sessions, writing his day-problems (any type) nature in four parts of A3 sheet is recommended for 30 min. Then let him speak out to his group about the problems next day. After getting feedback from collogues, he may prefer to work in the cabin again. This exercise has to be carried out two times in a day for 30 min.(each at the start of the day and at the end of the day). The process is so simple that the individual may even question the futility of it, feel unoccupied. Once understood the basic reason for complete isolation exercise, he would realize that it not only empowers him but also emboldens his thought & capabilities through the informal channels; he is going to make an extra attempt. He also learns about his motives and their subjectivity to his own psyche levels. Such exercise should make a good start to feel its importance and release his mental energy that can act as a fuel to push through and

understand the motives and objectives of the organizations. Even if he thinks wild in different directions, time and again, he gets crystal clear picture of organization and he ensures 100% confidence increases. Vision sharing at higher levels and spread strategy lookout is additional.

Example - We see similar practices are observed in Modern organizations. Take a case of Google Inc., Friday is the day observed as laboratory day. Most of the innovations have taken place on this day.

## Isolation of Group -

The Group Isolation Exercise is difficult to carry out in physical space. It depends on how big the organizations is, what is the method of inviting the functional groups to such isolated gathering and what is the timeframe within which the group is going to practice. The essentials for good group isolation exercise are diversity inside the group, language fluidity and small group size. The call given to this kind of gatherings in periodic manner takes into account the similar liking and disliking of the group members. The call should be given to all the functional people in a department through emails telling the background of such exercise. The isolation can be practiced far from workplace once in fortnight. During the session the work of facilitator is to help group member sketch every other mind. It can help long way to understand each other that every member is being

unique and similar sometimes. The narration of individual responses is not warranted. The practice can help to develop the informal channels of finding solutions to group problems. Most of the time during exercise, the gathering is only asked to observe silence and read the face values of the other people in the commune.

The observation instances without a word may be possible by eye to eye contact. The contact once established, a considerate intrinsic communication is natural to follow. Making every attempt towards establishing maximum eye contacts is what told during the preliminary sessions. Qualitative and subjective results are observed optimal, if, members are four in number. The group isolation if successfully done for 4 times in a month, pretty outcomes are visible. The theoretic results are difficult to get.

However it is observed that the cohesive binding in the group increases. The weakness among the individuals shades off. The building up of the confidence in the minds of the people is the positive feature. The result is hike in-group confidence. The exercise makes the individuals understand their utility in the organizational framework.

## Conclusion

Both isolation exercises together boost up the levels of confidence in long run, which is indispensable to either of them. Though in the start of the process, we may find obstacles plentiful and unfolding but

as we go on with frequent exercises, with each succeeding iteration obstacles and difficulty levels are reduced. The process of constructive isolation has long way to go as constructive isolation has potential not only to address organizational strategic content but also can effectively facilitate solutions for community discrimination problems, national and international disputes by inducing right collateral strategy to bridge the biases. For development of acumen and chiseling the skills in simulated atmosphere constructive isolation can be of major help.

The strategic management is an ever-expanding horizon in the field of management. Constructive isolation as a module in intra-

organizational and inter-organizational strategy building process can definitely achieve a solid mark in the progress of modern organizations. Initiative from people who feel responsible towards their organization can make constructive Isolation as a tool for betterment and then it's natural that the consciousness that takes part in the process of constructive isolation evolves gradually with the crawl of time. The negative factors of isolations are not denied if the isolation eats away group dynamicity therefore precaution should be taken that the facilitator is properly educated person and he understands the organization very well. Group participation, society participation

and commune participation is the scope though single constructive isolation exercise as it refreshes quality human elements in a being. The human being is basically a social animal. Constructive isolation coupled with constructive communication can build a happy socio-economic sphere. The qualified interactions link various living consciousness. This is only possible through the constructive processes. The rationale for constructive isolation process is not to inherit isolation as basic component of the organizational culture. The culture with isolation is isolationist culture which is disastrous.

The paper is result of research initiative from Senior Consulting partners of SMART-C