**Organizational Mischief™**

Mischief™ is a Phoenix Images, Inc. concept fundamental to understanding and correcting performance issues in all organizations.

Individuals are driven by INTENTIONS, whether sourced from personal values, organizational outcomes, or a pure desire to be the best. These INTENTIONS, however, are not always obvious to others, nor do we typically MAKE them clear to others. The mismatch between our INTENTION and another’s PERCEPTION of our INTENTION results in Mischief™. Creating this Mischief™ is generally an unconscious and unintentional act.

Mischief™ creates a decline in individual and organizational performance from this misalignment. It creates significant drains on otherwise well-constructed processes, organizations and plans that support well-placed products and services. Mischief™ can also undermine a leader’s credibility and scuttle productive momentum of well-intentioned organizations from the inside-out.

Most organizations that we have worked with will describe long lists of Mischief™ -producing behaviors, including micromanagement, gossip, underdeveloped trust, lack of context while speaking, etc. After generating a list of such behaviors, organizations will typically estimate 40-50% of the typical employee’s time in a given month will be consumed either generating or supporting Mischief™.

Most organizations will attack productivity loss through typical business actions like re-programming or re-engineering processes, hiring/firing, buying new equipment, or re-training critical path jobs. These can produce incremental changes in productivity at enormous expenditures of money and time, not to mention frustration by employees living through the “flavor of the month” and change. These organizations will tell us that they have little time for “soft-skill” interventions. The irony is that the interpersonal, so-called “soft skills” of communication, trust, relationships and conflict resolution are really at the root of most of the organization’s lack of performance—Mischief™ is present. By focusing on Mischief™ -tackling, skill-building techniques as part of a larger effort of individual coaching and staff development, organizations have seen transformational productivity gains with relatively little outlay of time and money.