

# C. Christensen

How will you measure your life?

# C.Christensen ( 1952 – 2020)

By [Jena McGregor](#)

November 12, 2013

The Oscars of the "management guru" world took place Monday evening in London, and the awards highlighted much of the industry's best while also sparking, as all competitions do, a touch of controversy.

The [Thinkers50](#), a biennial ranking of the world's most influential management thinkers, named Harvard Business School professor and innovation czar [Clayton Christensen](#) as the top "thought leader" in the world for the [second time running](#). [Christensen](#), best known for his work on [disruptive innovation](#) and the author of "[The Innovator's Dilemma](#)," has applied his ideas to fields as diverse as education, healthcare and [self-help](#).

He's followed by [W. Chan Kim](#) and [Renee Mauborgne](#), authors of the bestseller "[Blue Ocean Strategy](#)"; [Roger Martin](#), former dean of the [Rotman School of Management](#) at the University of



Clay Christensen at the Thinkers50 ceremony in London, Nov. 11, 2013

# Questions for MBA students

- First, how can I be sure that I'll be happy in my career?
- Second, how can I be sure that my relationships with my spouse and my family become an enduring source of happiness?
- Third, how can I be sure I'll stay out of jail?

# Short Term Approach

- \$ earned
- Understanding the organizations
- Respected by the community

# Answers to the First 2 questions

- One of the theories that gives great insight on the first question—how to be sure we find happiness in our careers—is from Frederick Herzberg, who asserts that the powerful motivator in our lives isn't money;
- **it's the opportunity to learn,**
- **grow in responsibilities,**
- **contribute to others,**
- **and be recognized for achievements.**

# Long Term Approach

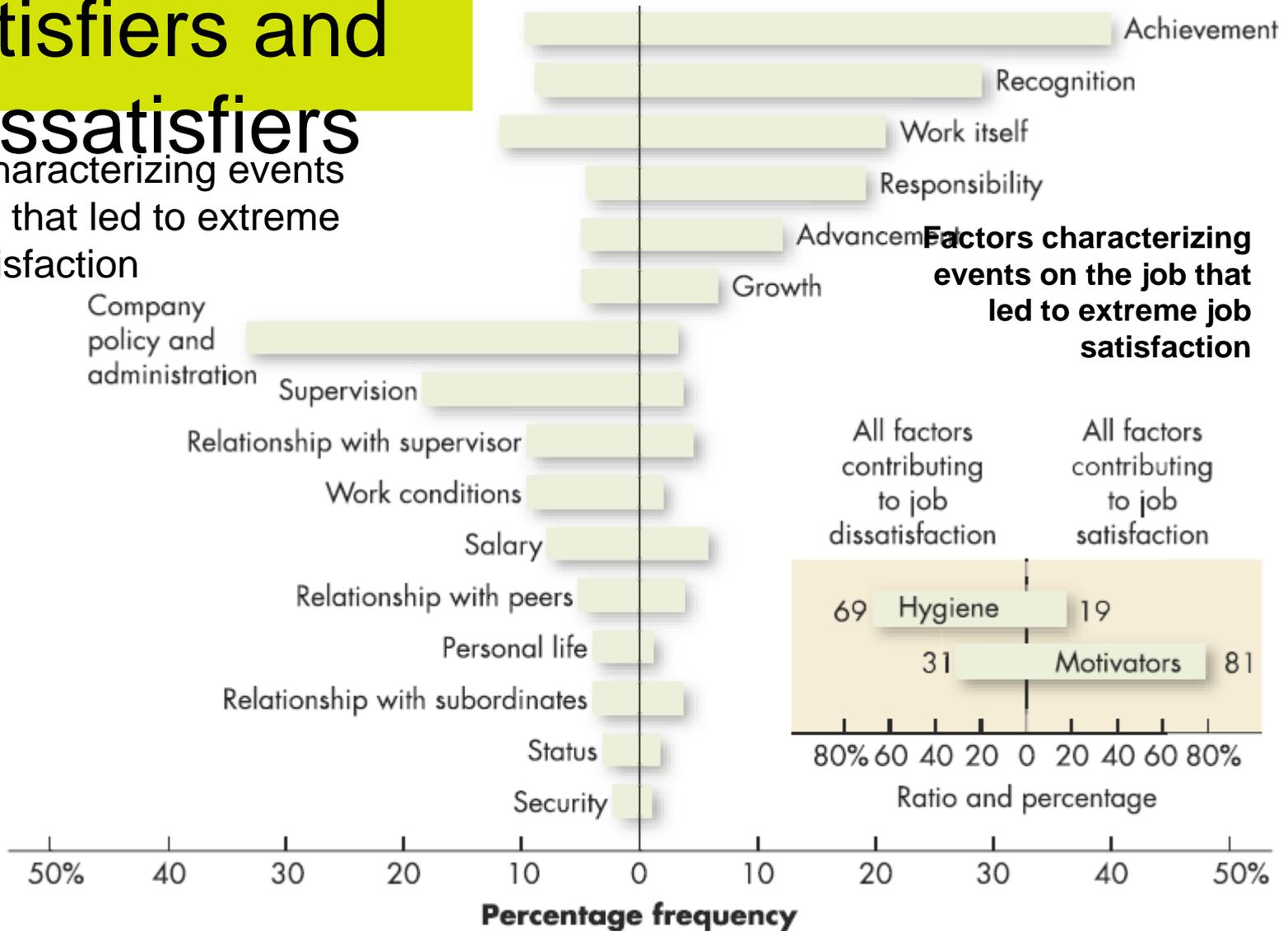
## Herzberg Role

- One of the theories that gives great insight on the first question—how to be sure we find happiness in our careers—is from Frederick Herzberg, who asserts that the powerful motivator in our lives isn't money; it's the opportunity to learn, grow in responsibilities, contribute to others, and be recognized for achievements.

# Comparison of Satisfiers and Dissatisfiers

Factors characterizing events on the job that led to extreme job dissatisfaction

Factors characterizing events on the job that led to extreme job satisfaction



Source: Reprinted by permission of *Harvard Business Review*. An exhibit from *One More Time: How Do You Motivate Employees?* by Frederick Herzberg, September–October 1987. Copyright © 1987 by the President and Fellows of Harvard College. All rights reserved.

**EXHIBIT 6-2**

# Answer to the 3 question

- Beware
- 99% is not enough

# Values, or the meaning of life

- **HOLD YOUR PRINCIPLES** It's easier to hold to your principles 100% of the time than it is to hold to them 98% of the time.
- **HUMILITY** Know who you are, and feel good about that. We also decided that humility was defined not by self-deprecating behavior or attitudes but by the esteem with which you regard others.
- **BEING HUMBLE AS A LEARNING OPPORTUNITY** - But if you have a humble eagerness to learn something from everybody, your learning opportunities will be unlimited.

# ...Meaning of life (*Christensen* )

- I've concluded that the metric by which God will assess my life isn't dollars but the individual people whose lives I've touched.
- I think that's the way it will work for us all.
- Don't worry about the level of individual prominence you have achieved; worry about the individuals you have helped become better people.
- **Steve Parscale** – The number of people touched – changes us with each and every interaction.

## **Just Enough**

- Chinese Story

## **Laura Nash, Howard Stevenson**

- Happiness;
- Achievement;
- Significance;
- Legacy;

Marjan Bojadjiev - Mayo

**ADMINISTRATOR, RESEARCHER AND ROCK'N' ROLL - ER  
PROFESSOR,**

# Administrator....1



2016 MSA UACS Official WELCOME

2016 Organizational Beh...

UACS Professor receive...

**News**

Roundtable at MASA Presentation for Regional Development "Macedonia Megaopolis"

January 24, 2019

10/12/2018 „Sevrog“

**Blog**

RESITA NET Summer School UACS factor as a game at the RESITA Net Summer School - August 16-25, 2015

# Administrator...2

Today < > January 2020

Month

MON 30	TUE 31	WED Jan 1	THU 2	FRI 3	SAT 4	SUN 5
<ul style="list-style-type: none"> <li>12pm Irena samo da postavi za NG</li> <li>8:15pm Преснаа</li> <li>8:15pm Преснаа</li> <li>8:15pm Преснаа</li> </ul>	<p><b>New Year's Eve</b></p> <ul style="list-style-type: none"> <li>9:30am Viber Stevo Pendarovski</li> <li>8:15pm Преснаа</li> <li>8:15pm Преснаа</li> </ul>	<p><b>New Year's Day</b></p> <ul style="list-style-type: none"> <li>1pm Irena da ne sobira osnrucek</li> <li>8:15pm Преснаа</li> <li>8:15pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8:15pm Преснаа</li> <li>8:15pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8:15pm Преснаа</li> <li>8:15pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>7pm Da ja zemam Ilijana</li> <li>8:15pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8:15pm Преснаа</li> </ul>
<ul style="list-style-type: none"> <li>8:15pm Преснаа</li> <li>8:15pm Преснаа</li> </ul>	<p><b>Orthodox Christmas Day</b></p> <ul style="list-style-type: none"> <li>7:40pm Da go snimam Nebeska Tema na</li> <li>8:15pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8:15pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>9:30am Call Jordan Kruna</li> <li>8:15pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>9am Kruna</li> <li>8:15pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8:15pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8:15pm Преснаа</li> </ul>
<p>Valentina Stojanova (2 days off)</p> <p>Viktorija Gombar (1 day off)</p>	<ul style="list-style-type: none"> <li>10am Jerry Naumoff</li> <li>8pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8pm Преснаа</li> </ul>	<p>Tijana S. Vezeska (2 days off)</p> <ul style="list-style-type: none"> <li>9am Евџа Делова</li> <li>7pm Новогодишен прием кај Претседа</li> <li>8pm NAMM Opend</li> <li>8pm Преснаа</li> </ul>	<p>von. prof. d-r Snezhana Hristova (1 day off)</p> <ul style="list-style-type: none"> <li>8pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8pm Преснаа</li> </ul>
<p>Suzana Sokolenko (1 day off)</p> <p>Nadezda Pop-Kostova (1 day off)</p> <p>Sonja Filipovska (1 day off)</p> <ul style="list-style-type: none"> <li>9:30am Подготовка за TOEFL</li> </ul> <p>3 more</p>	<ul style="list-style-type: none"> <li>11am Zarka Pavloski (privatno odsustvo)</li> <li>11am Состанок со Бранко Азески</li> <li>12:30pm Час со Ивана</li> <li>8pm Преснаа</li> </ul>	<p>Adrijana Jaki (2 days off)</p> <ul style="list-style-type: none"> <li>9am Состанок со Владимир Ефтимоски</li> <li>12pm Suzana Sokolenko (privaten izlez)</li> <li>12:30pm Ручек со амбасадор Ласло Ду</li> <li>8pm Преснаа</li> </ul>	<p>Suzana Sokolenko (2 days off)</p> <ul style="list-style-type: none"> <li>1pm Час со Ивана</li> <li>8pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>10am Консултации за докторски труд</li> <li>8pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8pm Преснаа</li> </ul>	<ul style="list-style-type: none"> <li>8pm Преснаа</li> </ul>
<p>Reading Week</p> <p>prof. d-r Ana Tomovska Misoska (5 days off)</p> <ul style="list-style-type: none"> <li>10am Комеморативната академија по</li> <li>12pm Час со Ивана</li> </ul>	<ul style="list-style-type: none"> <li>9:30am Gordana Orcevska (obuka)</li> <li>9:30am Torbics za keyboard</li> </ul> <p>3 more</p>	<ul style="list-style-type: none"> <li>10am Час со Ивана</li> <li>10am Monika Jakimova (privatno odsustv</li> </ul>	<p>doc. d-r Dushica S. Srbinska (kratkorochno i sluzbeno odsustvo-visiting profesor vo Francija)</p> <ul style="list-style-type: none"> <li>7:20pm Zoran Kostoc</li> </ul>	<p>Valentina Stojanova (1 day off)</p>	<ul style="list-style-type: none"> <li>7am TOEFL</li> <li>12:30pm Ручек Goran Spirkovski</li> </ul>	<ul style="list-style-type: none"> <li>8pm Преснаа</li> </ul>

# Researcher - with patented procedure 😊

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\* Underlined Publications are indexed on the Web of Science

- 2019 Stefanovska Petkovska, M., Petrovska I., Bojadzjev M., Schaefer J., Tomovska A. "The Effects of Organizational Culture and Dimensions on Job Satisfaction and Work-Life Balance" Vol. 15, No. 1 (2019), 099-112
- 2018 Bojadzjev, M., Hristova, S. and Mileva I. (2018). Leadership Styles in Small and Medium-Sized Businesses: Evidence from Macedonian Textile Industry. Paper to be published in Conference Proceedings of ACSBP Fall 2018 Region 8 Conference in Paris.
- Bojadzjev, M., Tomovska Mitoska, A., Mirocevic, B. and Stefanovska-Petkovska, M. (2018). Organizational Culture and the "Voice" of Small Enterprises in the Electrical Engineering Service Sector in the Republic of Macedonia, *Universal Journal of Management* (6)8: 263-272.
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- 2017 Lokvenec, H., Kostovski, N. and Bojadzjev, M. (2017). Capacity for Innovation and Product Development of Food Industry in Republic of Macedonia. *Annual of Institute for Sociological, Political and Juridical Research*, XLI (2), pp. 69-77.

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[CV - MARJAN I. BOJADZJEV]

Kostovski, N., Bojadzjev, M. and Lokvenec, H. (2017). Decision Support Systems for New Project Development in Fast Moving Consumer Goods Industries. *Annals of the "Constantin Brăncuși" University of Târgu Jiu, Economy Series, Issue 5/2017*, pp. 4-14.

Bojadzjev, M., Kostovski, N., Handjiski Krlju, V. and Shindilovski, D. (2017). Organizational Culture and Strategic Alignment in Fast Moving Consumer Goods Company, *Annual of ISJPR (Institute for Sociological, Political and Juridical Research) 2017*, XLI (1): pp. 45-56.

Bojadzjev, M., Hristova, S. and Burevski, V. (2017). The Influence of Occupational Stress on the Employees: A Case Study of a Macedonian Company, *Annual of ISJPR (Institute for Sociological, Political and Juridical Research)*, University "Ss. Cyril and Methodius" - Skopje, pp. 81-100.

Velikj Stefanovska, V., Stefanovska-Petkovska, M., Bojadzjev, M. and Bojadzjeva, S. (2017). Investigation of Drivers and Determinants of Inpatient and Outpatient Satisfaction in Public Ambulatory and Hospital Departments, *Universal Journal of Public Health*, Vol. 5 (4), pp. 141-150.

Universal Journal of Management 7(5): 186-199, 2019  
DOI: 10.13189/ujm.2019.070504

<http://www.hrpub.org>

## Development of Instrument for Measurement of the Organizational Alignment - from Vox Organizationis to "Four Organizational Culture Types and Four Leadership Styles"

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**Abstract** For a modern organization, it is not enough to only have solid organizational culture, but the organization should be well aligned. Many organizations strive to measure their organizational cultures and their alignment through different models or by adopting internal methods. Despite the great importance of organizational alignment, there is no standardized instrument for measuring it. Therefore, alignment becomes the main focus in theoretical analysis and effort to design an instrument which is verified, easily implementable and measurable in the field of management and organizational culture. This paper has a twofold nature, the first is to give a historical approach to a development of an instrument for measuring organizational culture, leadership styles and their alignment called "Vox Organizationis", and the second is

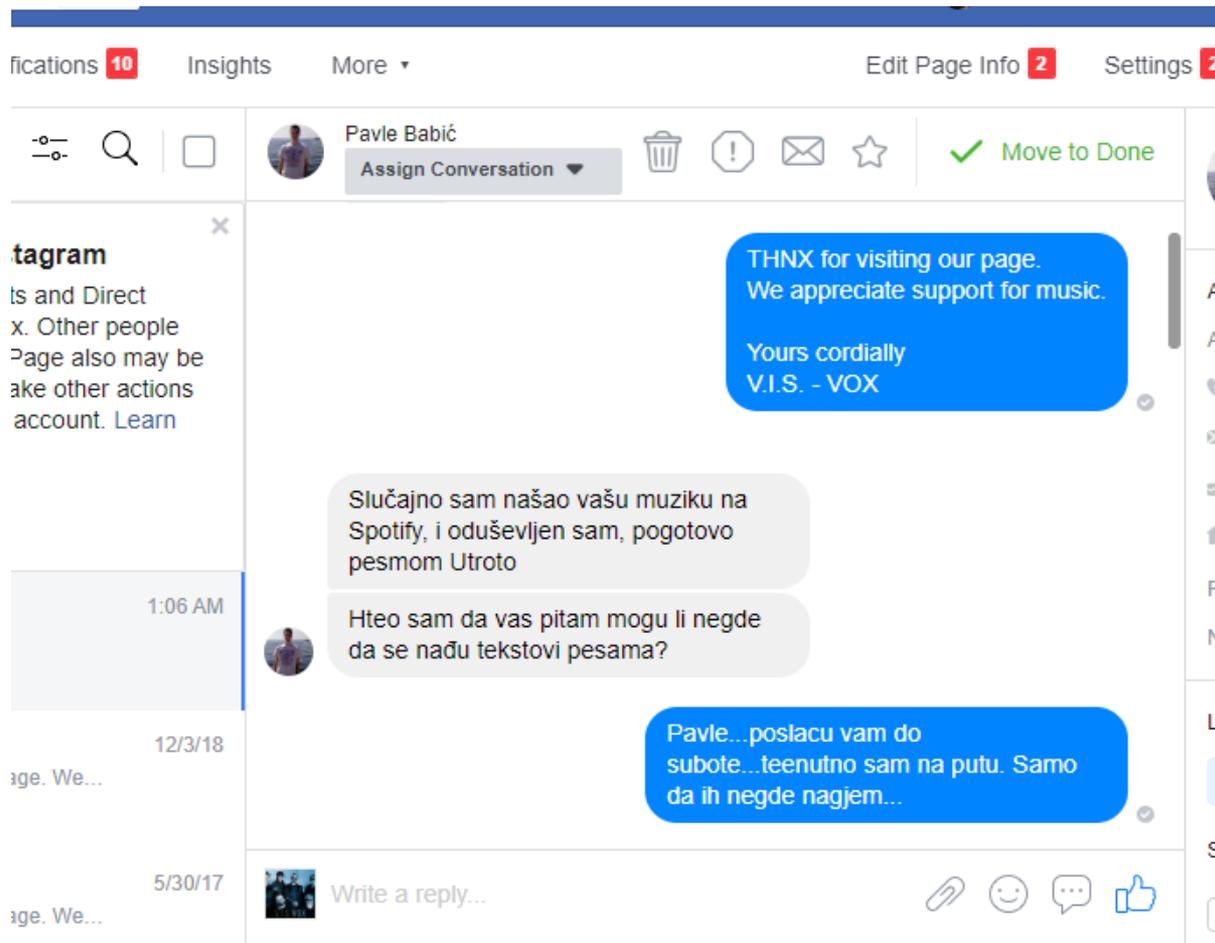
**Keywords** Organizational Alignment, Vox Organizationis, Organizational Culture

### 1. Introduction

We published our first "Vox paper" in 2011. Vox Organizationis was designed as an instrument for measuring the level of organizational alignment in the organization. The name is derived from the Latin words: "Vox" meaning "Voice" and "Organizationis" meaning organization. So, we can translate Vox Organizationis as the Voice of the Organizations.

The model was based on the alignment between:

# Mayo Vox 0,1% of the time but...things happen - [vi.s. VOX The Morning](#)



# Why do I teach?



# Why do I teach – Hanging with fantastic colleagues



# Why do I teach?

- It takes 10% of my time,  
It takes 20% of my work load

**It makes 90% of  
my job satisfaction**

# Meaning of life by Bojadjev...1

- Make our students better people
- Than, they can make better organizations, and eventually build better societies in the communities they live

# Meaning of life by Bojadjev2

- Being professors, we're blessed by the noble situation in which schools have granted us the privilege to influence young people lives.
- It's been my privilege to be with you these two weeks.
- Thanks for sharing with me sharing your thoughts, ideas, considerations, laughs.

If you find North Macedonia on the map and visit it  
or maybe come for a semester at UACS ...please CALL!

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