

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

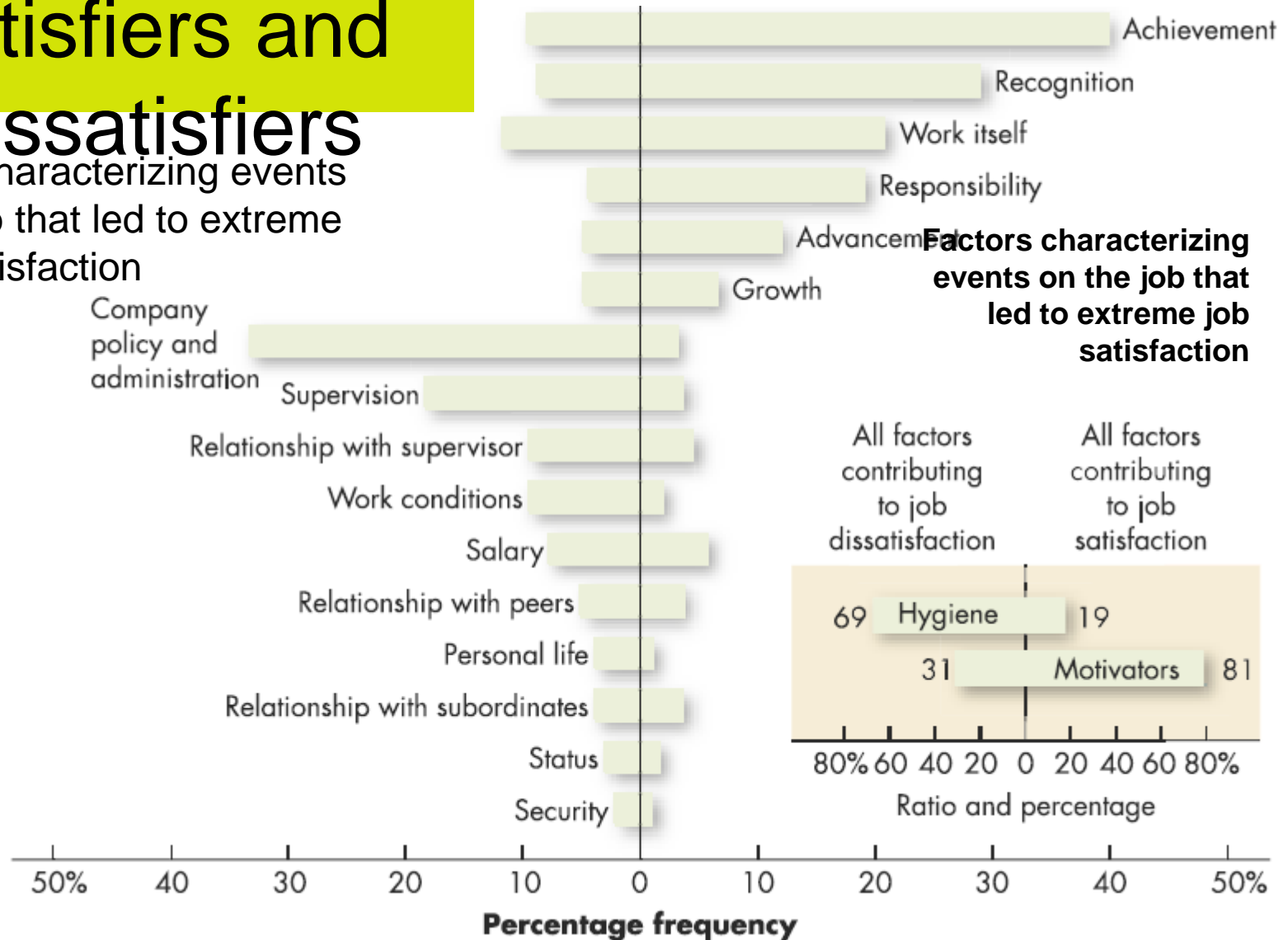
Herzberg Role

- 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

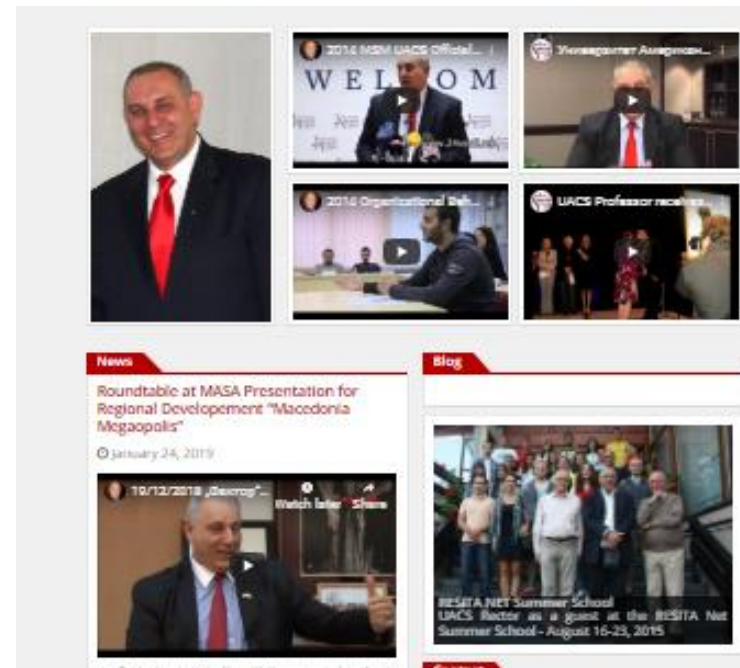
Laura Nash, Howard Stevenson

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







Marjan Bojadjiev - Mayo

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

Administrator....1



Administrator...2

Today		< >		January 2020		   Month		  			
MON	TUE	WED	THU	FRI	SAT	SUN					
30	31	Jan 1	2	3	4	5					
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20	21	22	23	24	25	26					
Suzana Sokolenko (1 day off) Nadezda Pop-Kostova (1 day off) Sonja Filipovska (1 day off) <ul style="list-style-type: none"> 9:30am Podgotovka za TOEFL 3 more	<ul style="list-style-type: none"> 11am Zarko Pavloski (privatno odsustvo) 11am Sostanok so Branko Azeski 12:30pm Čas so Iazana 8pm Precnaa 	Adrijana Jaki (2 days off) <ul style="list-style-type: none"> 9am Sostanok so Vladimir Efimoski 12pm Suzana Sokolenko (privaten izlez) 12:30pm Rucak so ambasador Laslo Du 8pm Precnaa 	Suzana Sokolenko (2 days off) <ul style="list-style-type: none"> 1pm Čas so Iazana 8pm Precnaa 	<ul style="list-style-type: none"> 10am Konsultacii za doktorski trud 8pm Precnaa 							
27	28	29	30	31	Feb 1	2					
Reading Week prof. dr Ana Tomovska Misoska (5 days off) <ul style="list-style-type: none"> 10am Komemorativnata akademija na 12pm Čas so Iazana 	<ul style="list-style-type: none"> 9:30am Gordana Orcevska (obuka) 9:30am Torbics xs keyboard 3 more	<ul style="list-style-type: none"> 10am Čas so Iazana 10am Monika Jakimova (privatno odsustv 	doc. dr Dushica S. Sribnoska (kratkoročno i službeno odsustvo-visiting profesor vo Francija) <ul style="list-style-type: none"> 7:20pm Zoran Kostoc 	Valentina Stojanova (1 day off)	<ul style="list-style-type: none"> 7am TOEFL 12:20pm Rucak Goran Spirkovski 						

Researcher - with patented procedure 😊

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* Underlined Publications are indexed on the Web of Science

- 2019 Stefanovska Petkovska, M., Petrovska I., Bojadziev 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
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[CV - MARJAN I. BOJADZIEV]

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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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Received July 31, 2019; Revised October 22, 2019; Accepted October 27, 2019

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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

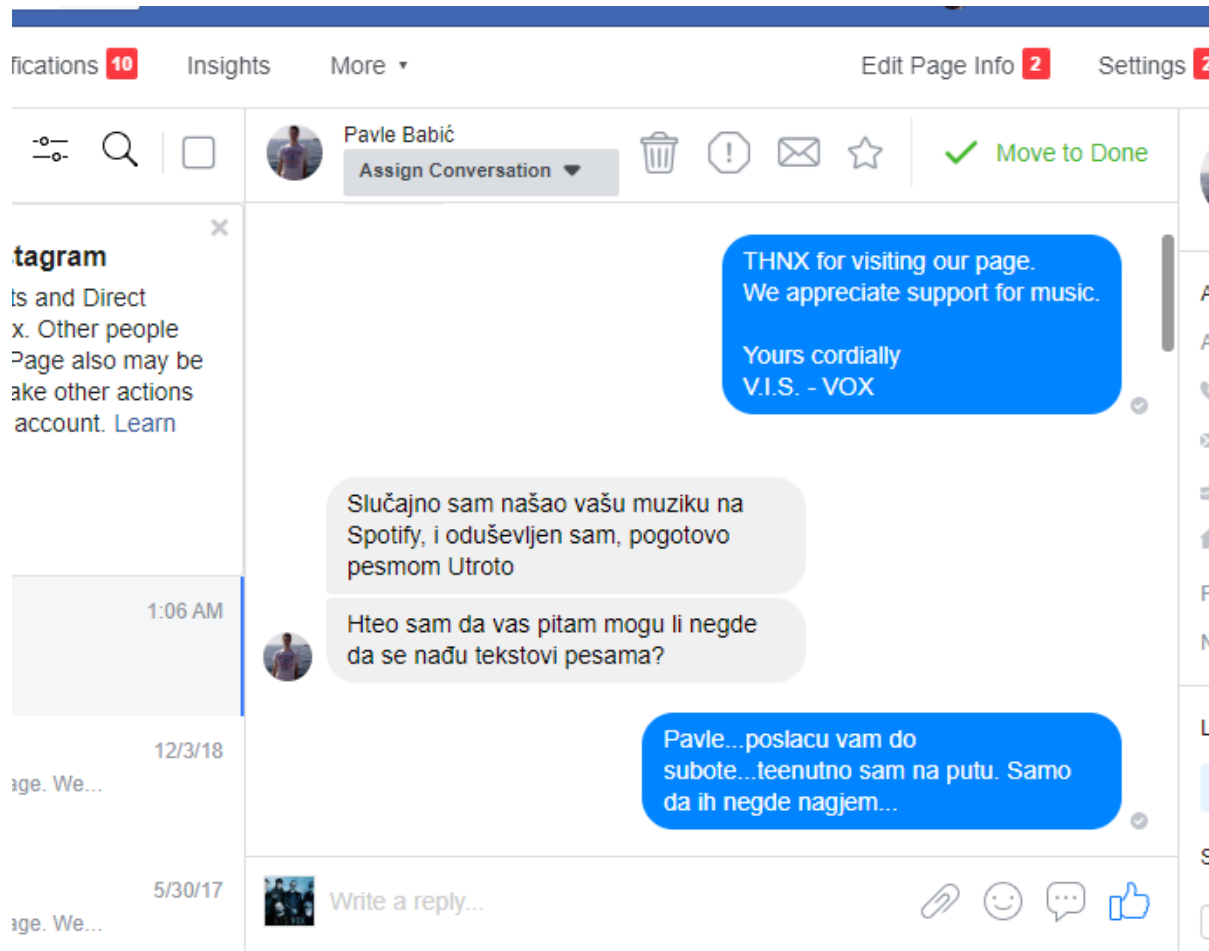
Keywords Organizational Alignment, Vox Organizationis, Organizational Culture

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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