

WHAT CREATES ORGANIZATIONAL DYSFUNCTION?



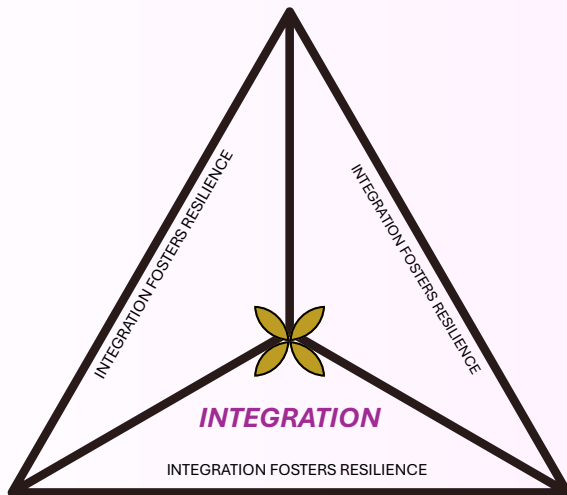
Like people, **organizations function best** when their identity, agency, and interdependence needs are fully integrated.

They're more resilient.

ORGANIZATIONAL COHERENCE

IDENTITY

Who we are (mission, values, culture, brand)



AGENCY

Our capacity to act
(resources, authority,
execution power)

INTERDEPENDENCE

How we connect (internally
across systems, externally
within ecosystems)

When all three needs are aligned, they respond effectively to internal and external threats:

- Reputational damage
- Resource constraints
- Stakeholder conflict

They **adapt, persevere, and innovate** in the face of challenges.

However, **when these elements are not balanced**, fragmentation occurs, resulting in **organizational dysfunction.**



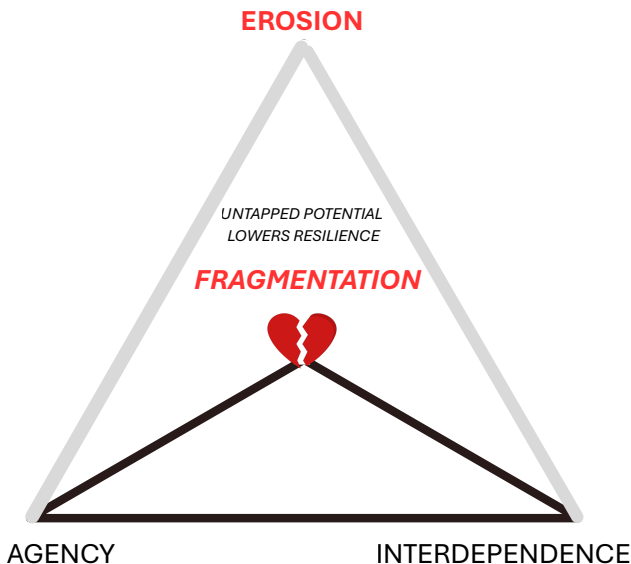
Every strategic business decision is also a diagnostic moment that reveals whether the organization is **integrated** or **fragmented**.



Identity fragmentation → Erosion:
Reactive strategies, chasing trends,
and brand dilution.



ORGANIZATIONAL FRAGMENTATION



As our identity erodes, we chase trends and short-term gains. Our decisions become reactive rather than proactive. We lose sight of our values and what sets us apart from our competitors.

Interdependence fragmentation →

Malignancy:

Zero-sum
stakeholder
conflicts,
ecosystem
dysfunction,
ethical
compromises,
and silos.

Seven Lawsuits Allege OpenAI Encouraged Suicide and Harmful Delusions

The suits represent four people who died by suicide and three more who experienced psychological trauma following interactions with ChatGPT

By [Julie Jargon](#) [Follow](#) and [Sam Schechner](#) [Follow](#)

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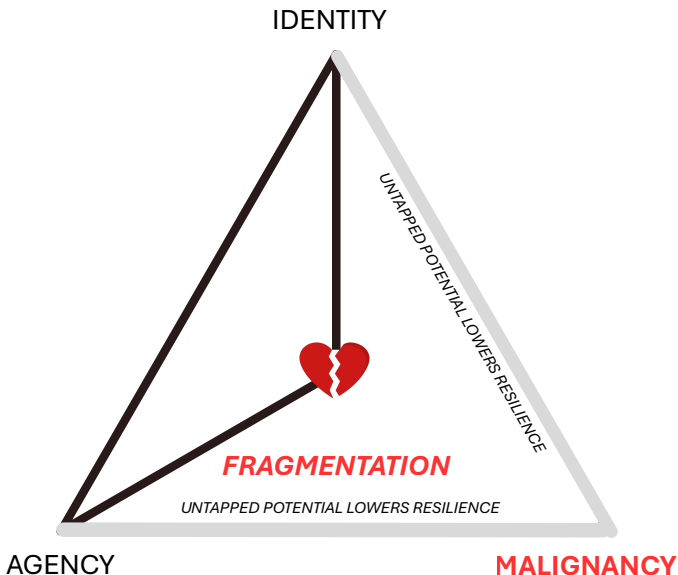
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ORGANIZATIONAL FRAGMENTATION

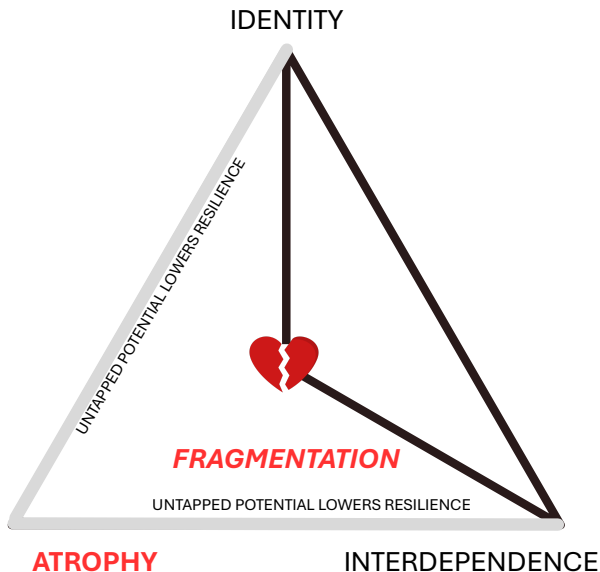


We pursue growth without recognizing our interdependence with the people and systems we impact. Our expansion becomes extractive—profiting at the expense of stakeholders and the environment, ultimately harming ourselves in the process.



Agency fragmentation → Atrophy:
Power struggles, sustainability
crises, burnout, and loss of
competitive positioning.

ORGANIZATIONAL FRAGMENTATION



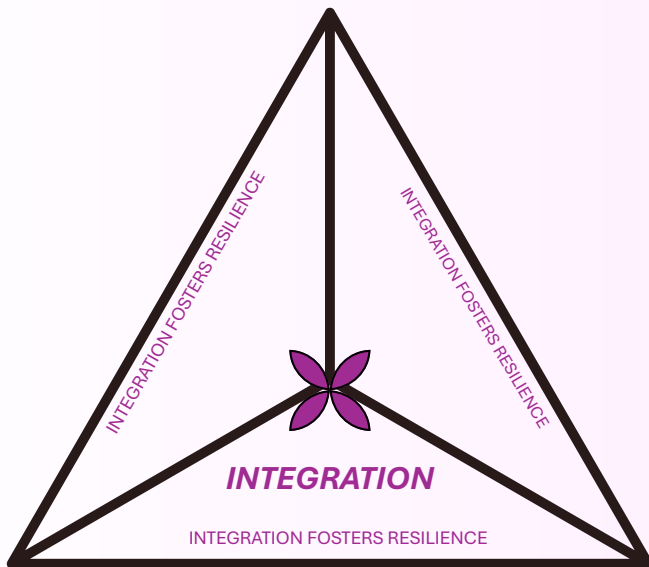
Constraints—both real and perceived—prevent us from executing our strategies and achieving our goals. Capabilities go unused, and our competitive position weakens.

**Organizational
fragmentation patterns**
aren't intentional—they're a
natural byproduct of
organizational members
who weren't taught how to
integrate their own needs for
**worth, empowerment, and
connection.**

INDIVIDUAL COHERENCE

WORTH

"I exist and I matter."



EMPOWERMENT

"I have power and can act."

CONNECTION

"I am loved and I belong."

Research says we have three
core needs:

- **Worth:** a positive and stable identity
- **Empowerment:** a sense of personal power and agency
- **Connection:** belonging and identification with our social groups

However, **life experiences**
can prevent us from
developing and integrating
those needs, which
impacts our **adaptive**
capacity in our personal
and professional lives.

Beyond the Box™ training teaches leaders how to combine their technical problem-solving skills with **adaptive capability**, producing outcomes that neither approach alone could achieve.



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