

## Flow Experience in the Organisational Culture\*

Éva Kovácsné Laczkó 

*Andor Czinege:*

*A szárnyaló szervezet – Hogyan teremtsd meg a flow-t a cégedben?*

*(The Soaring Organisation – How to Create Flow in Your Company?)*

APG Kreatív Kft., Budapest, 2023, p. 244

ISBN: 9786150181936

*Andor Czinege*, an organisational development consultant and one of the founding members of AD Sidera Group, is involved in a number of national and international corporate culture development projects. He puts the professional focus on the balance of excellence, supporting sustainable success. The author's book, *The Soaring Organisation – How to Create Flow in your Company?*, which can be categorised as a business textbook and focuses on business development, was published in 2023 in Budapest by APG Kreatív KFT. It highlights problems that are of high priority today, thus underlining the pressure generated by increasing competition in the market. It answers questions that arise in the area of corporate culture development. This work is primarily aimed at practising managers who are looking for innovative solutions in order to overcome crisis situations in their companies in the field of organisational development. In his book, he provides a well-structured overview of his experiences to help readers put them into practice.

It is worth highlighting some concepts from the book. A flow experience is a positive state of mind that makes the experiencing persons feel happy and helps them to immerse themselves in the activity they are currently doing. It depends on the active engagement of managers regarding how they support the emergence of the flow experience for employees as part of the organisational culture, inherent in the PDCA<sup>1</sup> cycle. PDCA, although still a less widespread method in terms of culture development, serves as a regular check on quality and efficiency improvement, measuring effectiveness and allowing corrective intervention where necessary. The main elements of the process for developing a corporate culture are mission, vision and values. The term “soaring organisation” used in the title of the book contradicts

---

\* The papers in this issue contain the views of the authors which are not necessarily the same as the official views of the Magyar Nemzeti Bank.

Éva Kovácsné Laczkó: University of Sopron, PhD Student. Email: evalaczko94@gmail.com

<sup>1</sup> Plan-Do-Check-Act

the interpretation that profit orientation is the main structure of a company's existence. Excellence (peak performance) emerges when profit maximisation is achieved while the employee flow experience is fulfilled, as the profit of companies is generated by the work of human resources.

In practice, organisational development often faces difficulties, as management styles and feedback to staff often create a sense of threat, which has a stress-inducing effect. The result is that instead of cooperation, it is a feeling of resentment that makes its way through. There is often a misconception among managers that corporate goal and task setting is an unobstructed process. Thus to make excellence sustainable, it is essential to set clear and comprehensible goals and objectives. While goals are being achieved, employee engagement can decline as soon as they no longer feel challenged or valued. As employees progress, it is not advisable to keep them engaged in a specific task for long. The correct assessment of changing employee competences is a management task that requires a great deal of attention.

In the first part of the book, the author explains why it is so difficult to embark on a journey of organisational development as a leader, when everyday life is dominated by stressful situations and a feeling of lack prevails in the performance of tasks. Bringing about change is difficult, mainly due to labour shortages, generational differences and difficulties related to the online space. So the fundamental problem is caused by a circumstance that would justify the rationale of organisational development in practice. This is the basis for the second chapter, which deals with basic sensations, perception and perspectives leading to action in terms of consciousness and energy. It classifies states of consciousness at a practical level, distinguishing between dissociation, the pursuit of (inner) peace and the achievement of the flow experience. In the third part, we come to the process of organisational development, the initial stage, which is based on goal-setting and the development and application of strategies to facilitate this. Here we can learn about the positive impact of the PDCA cycle in organisational development, the goal-setting for shaping our vision and a culture that creates values. The fourth part deals with the implementation of the organisational development process, such as putting the right tasks into practice, assessing the situation and increasing efficiency in the direction of continuous growth, with targets and feedback. Chapter five presents the development methodology that has been implemented and discusses how it becomes sustainable once it is embedded in the organisational culture.

To sum up the concept, the book seeks to refute the profit-driven corporate view of employees as easily replaceable assets participating in the production process. It is based on the idea that the attitude of individuals is a determining factor in the work processes they perform, so the success of organisational development is based on creating a working environment where employees enjoy the work performed,

which is an employee-centred approach. The value of a motivated workforce that is well integrated into corporate culture is recognised in international practice. The author takes a theoretical approach to the fulfilment of human needs through the experience of flow inherent in work processes. He also takes a theoretical approach to the process of planning, working, checking back and following up, illustrated by practical examples and well-structured guidance. The author puts his professional experience into a framework through examples, with the aim of providing practicing managers with an easy-to-understand set of steps to strive for sustainable success. The current labour market situation on the employee side and the lack of relevance of management goal-setting and communication difficulties often stand in the way of organisational development strategies.