

## **Organisational Sensemaking**

**Dr. Keith Lequay**

Sensemaking is grounded in both individual and social activity and as a concept; it literally refers to that personal process through which individuals engage in the making of sense. Put another way, what is this individual cognitive and social process that we utilise to make sense of events, processes and people in our environment?

Taken to the organisational context, this process of sensemaking involves a set of heuristics or properties that include identity, retrospection, enactment, and extracted cues from the environment. In understanding sensemaking in organisations, maybe we as individuals, practitioners and students of behaviour in organisations would be better able to appreciate the irrationality of our organisations, whether in the public or private sphere. Since sensemaking is ongoing and socially defined, organisational sensemaking as applied to our Trinidad & Tobago context may offer insights as to how we may better utilise our Human Resources.

## **BIO: Dr. Keith W. Lequay**

**Dr. Keith W. Lequay** has acquired varied work experience in organisational consulting, commercial and mortgage banking, business development, project management and education. His interventions have included state, manufacturing, security, co-operative and financial organisations. He has conducted, among others, change intervention sessions at the United Nations Development Program (UNDP), and more recently at the University of Southern Caribbean (formerly CUC). He has conducted organisational analysis to improve system and process efficacy and facilitated workshops inter alia; in Leadership for the Ministry of Social Development (2007), Interpersonal and Group Communication, Team building and Supervisory Skills, in the public and private sectors. In the USA, he has been involved in conducting Change interventions for non-profit and faith based organisations struggling with the complexity of fostering positive and progressive behaviours, in a dynamic and challenging organisational environment.

Keith has lectured part-time in both graduate and undergraduate programs at tertiary level institutions in T&T and the USA; including UWI (Management and Social Studies departments), School of Continuing Studies, National Institute of Higher Education (NIHERST), ROYTEC, School of Business and Computer Science (SBCS) and Howard University. His teaching has involved the disciplines of Psychology, Human Resource Management, Organisational Behaviour and Organisational Development.

His organisational involvement has included being a founding and executive member of the T. & T. Association of Psychologists (TTAP); he currently occupies the post of Education Officer of the Human Resource Management Association (HRMATT) of T&T and he is a member of the Washington-Baltimore Centre for the study of Group Relations (WBC).

He recently concluded a 2yr contract with the Ministry of Trade and Industry as Assistant Director of their Secretariat for the Implementation of Spanish (SIS) and he is currently the senior lecturer in HRM at Cipriani Labour College and an adjunct lecturer at Arthur Lok Jack Graduate School of Business. At

the latter, he has been supervising students' practicum research for the IMBA (International) program for the past two years.

Keith is certified at Level-A competency for psychometric evaluation by the British Psychological Society, while his doctorate is in Organisational Communication (minor Social Psychology) from Howard University (DC). He earned his MA in Organisational Psychology from Brooklyn College (NYC) and an Economics and Government (BA) degree and Diploma in Management Studies from UWI (St Augustine). His specialty is organisational efficacy and health and the management of change as a personal, psychological, and behavioural process within a systems context, while working to ensure that those with whom he interacts are fully empowered.