

At the organizational level, institutions, corporations, government entities, and small businesses have been experiencing significant change at a rapid, unpredictable rate. Evaluate various theories and concepts of high performance organizations by examining organizational structures and leadership dynamics as related to large companies and government organizations.

By: Mehran Rastakhiz PHD MPA

Background

At the organizational level, institutions, corporations, government entities, and small businesses have been experiencing significant change at a rapid, unpredictable rate (Dessler, G. 2001). In the last 75 years, the population worldwide increased from 1.5 to 6 billion; that change alone will influence general levels of opportunity, change the scope of potential threat, further technology, and ultimately impact organizations (www.dol.gov). In order to contend with such sweeping change, organizations must possess a shared vision and purpose. Leaders and managers must gain the trust of every stakeholder in their operational systems: employees, suppliers, customers, and consultants. To meet with success, each stakeholder in turn must be part of the team navigating through the journey of organizational transformation (www.dol.gov).

Introduction

In order to understand the concept of leadership as it relates to high performance organizations, one must be familiar with various organizational and management theories. Theoretical understanding allows one to further grasp multiple dimensions of an organization and appreciate the ways in which unique characteristics of organization can co-exist, support, reinforce or contradict one another. For instance, Bob Lutz, the president of Chrysler Corporation, has said that there are indeed great rewards for organizations that pay as much attention to the engineering going on in the so-called "soft" side of their businesses as within the "hard" side.' In 1993, Toyota set itself the goal of halving production costs, while continuing to improve performance within seven years Dessler, G. 2001).

In recent years, organizations and people have faced a wave of global economic, technological and social change (Stacey, 1996). For many organizations, the name of the game is survival of the fittest. Most organizations are unlikely to survive in the changing global economy simply by means of technological innovation. If such organizations are to withstand relentless global competition, a radical change in business methods is required (Stacey, 1996). At all levels, growing numbers of organizations, public or private, believe that expending workforce and stakeholder energy, creativity, and intelligence will increase the chances of success.

Developing a Vision

According to Collins and Porras in *Built to Last*, the Disney organization, and Dee Hock at VISA, the development of a meaningful vision, essential mission, and a comprehensive set of values

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are the foundation for long-term success. If a vision and mission are recognized by all stakeholders and influences hiring, strategic decision, and communication, its effect can be potent.

To develop a vision to achieve high performance, organizations must focus on exploring the relationship between organizational behavior and organizational performance. Managing today's public or private organization is much more complicated than it was ten to twenty years ago. The internal and external forces affecting the organization are changing faster than organizations can move to meet the challenges. The ideology behind the classical organizational theory of Max Weber's bureaucracy, which at one time led the development of structures such as religions, ideas, and status, now is unable to cope with future organizational and global requirements and dynamics (Kilcullen, 1996, & Drucker and Peter 1993).

Developing a meaningful vision, mission, and a core set of values is no easy task. It is a time-consuming process that requires dedication, determination and commitment. Dee Hock, the founder of VISA and well-known for his work on leadership estimates that, if starting from scratch, it takes a year for an organization to properly develop a meaningful vision. "We certainly recommend a three day workshop for the top team – and then much consultation and further development to follow," he said, "Of course, for an existing company there is much already in existence, though it might not be recognized, and it might not be what you want!" (Hock D., 1999).

The Herman Miller Company, a pioneer in open, modular office systems was number one in design and profits, number two in size, and second to Stillcase for many years. The organization experienced double-digit growth for 14 consecutive years and stock splits three years in a row. In 1983, there were 360 companies in the modular office system



business worldwide. In 1984, Herman Miller was looking for strategies to maintain the leading edge, realizing that resisting growth would potentially damage Herman Miller's legacy. As such, the company hired the consulting firm of Drucker and Senge to help them. Peter Senge suggested engaging employees around a shared vision. A top management team followed through with the idea, agreeing upon a desire to "to stay number two in the office furniture business." Because the consulting firm had a history of participation, it was familiar with the organization and able to easily bounce the vision off the people. Herman Miller wanted the company to be a reference point for quality, linking vision to value (www.gainshare.com, and Timothy, 1999).

Values are the beliefs of an organization, an expression of that which it stands for, and the hallmark of how it will conduct itself. Indeed, values are at the core of an organization's foundation and provide a reference point for all policies, objectives, procedures, and strategies. In most cases, values are mission-driven and missions are value-driven. An organizational mission statement is a unifying assertion describing the organization's purpose and general business objectives. A mission is a key reference point in the planning and implementation of change; where as values are the driving force behind the organization's key purpose.

In order to compete within future terrain and to determine the values that will drive an organization towards its vision, it may be necessary to revisit the following operating principles to redirect organizational energies (Cohen, S. and Eimicke, W. 1998).

First, an organization must become collaboratively engaged, it must free itself of regimentation. Next, strategic flexibility and adaptability must be implemented to create a culture of creativity and innovation. An organization must favor a participative process and filter ideas through each level, from management to staff, and share them with other stakeholders. This process will force the organizations to have a customer-focused vision; practicing participative teamwork is another sacred value. Organizations must believe in teamwork and participation, encouraging the appropriate people to work on a problem or rise to meet particular opportunities in spite of their status within the organization. Everyone within the organization must claim ownership and accept responsibility. If an organization is going to get the maximum performance from participation and teamwork, employees must share in both the risks and the rewards of the business (Dessler, 2001).

For any global organization, it is extremely important to recognize the value of diversity and promote life long learning. A "Learning Organization" is one in which people at all levels, individually and collectively, are continually increasing their capacity to produce results about which they truly care (Stacey, R. D., 1996; Cohen, S. and Eimicke, W. 1998; Hesselbine, F, Goldsmith, M, and Beckhard, R eds., 1998). As environments change, organizations must continuously learn and relearn if they are to develop new practices (Stacey, R. D., 1996).

Finally, the value of financial soundness is considered. Financial soundness, in part, yields to positive financial results, if those working within the organization support policies, procedures, and stated values. (Hesselbine, F, Goldsmith, M, and Beckhard, R eds., 1998).

High Performance Leadership

The most difficult part about creating a vision is the time it requires. Most organizations foster discussion about many issues proposed by leaders but do not consistently familiarize staff with the vision. Instead, organizations are more likely to focus on the mission and often fail to develop a shared vision. The failure --- is a failure of leaders within a high performing organization. They should challenge employees to engage in creating a long-term and strategic view of the-- its leadership. In essence, high level leaders must shift leadership, to engage the employees, and promote teamwork, creative thinking, innovation, and diversity (Stacey, 1996).

Where employees have a shared vision, they search for adventure, knowledge, and treasure to accomplish the organization's mission, they pushing the leader and into the organization uncharted territories. Scouts led the settlers through the American West; Sharp scaled the Himalayas; and navigators undertook dangerous missions to discover new trade routes where few dared to go (Stacey, 1996; Vasu, M. L., Stewart, D. W., & Garson, G. D., 1998).

The new integrated digital economy transformed confined corporate structures into global corporations, where the actors are free from the confines and shackles of the past. The world is becoming boundary-less and its emerging technologies and new innovations will dictate the course of the action. Interestingly, global organizations themselves are now the agents of massive international economic or political change. To quote a political actor from an earlier era, "the credit belongs to those who are actually in the arena, whose faces are marred by dust and sweat and blood, who know the great enthusiasms, the great devotions, and spend them in a worthy cause." (Champy, & Nohria, 2000). Global organizations are such actors and they succeed only to the degree that they comprehend the demands of this new and highly competitive environment. Other organizations such as governmental and military entities would benefit greatly from following in their footsteps. Arguably, globalization challenges these giant organizations before it affects everyone else.

Although there is a great deal of debate about the shape of future high performance organizations, flat, horizontal, or virtual, the one thing that is clear is that their operating strategies are going to be transformational. What these changes mean for global markets, for corporate or government entity and national strategies, for competitiveness, and even for military forces are important to economic development and national security.

Organization

Organizational dynamics is the ability of the organization to absorb innovations and information with ease and efficiency and to support the organization's vision (Kouzes J. M and Posner B. Z. 1996; Jean Boltz, (1999). The organizational dynamics is not only about performing set functions but also the capacity to constantly transform itself smoothly (Kouzes J. M and Posner B. Z. 1996). Organizational dynamics will be facilitated by top management abandoning its traditional role of exerting control over the error detection of operative functions, by engaging others, moderate, and promoting a culture of entrepreneurship, cooperation, and learning, formulates strategic synthesis and direction, and providing operational functions via management systems of self-control and self fulfillment.

Organizational dynamics avoids mismatching operative speed with strategic stamina. The organization itself is a tool for absorbing external information and enhancing the value of information as its flows are selected, synthesized, and directed towards and by top management.

Knowledge is the result of enhancing the value of information through the organization and the utilization of it as an important strategic resource. Ambition is a key factor in organizational dynamics, both individual and organizational success. However, such ambition is difficult to

assess because everyone has a different balance curve on the arc of ambition. As James Champy and Nitin Nohria point out in their book, *Arc of Ambition*, leadership qualities are a set of rules by which to live. These rules range from "seizing the moment" and "being prepared" to having a "higher purpose", "never violating" organizational values, and ending with "knowing the importance of change" and "knowing when to leave" (Champy J. and Nohria N. 2000).

Information Technology and Globalization

In an era of difficulty, complexity, uncertainty, and ambiguity there are no more illusions of security, predictability or simple solutions. Organizations search for new paradigms to explain current trends and seek to learn new survival skills. Transitioning from former strategies to new methodologies, and aligning with the characteristics of a newly architected global environment, has become the new transformational norm (Jean Boltz, 1999).

Progressive automation and information technology combined with telecommunications and the transmission and sharing of information related to the delivery of goods and services, has brought new challenge for efficiency. In an age of paperless interaction, the Internet is guiding communication, information sharing, and trading. Such proven technology has offered significant time savings at the global level, speeding up trade facilitation, administration, transport, and inventory control as well as minimizing paperwork and delays in the international movement of information, goods and services. New technologies and network technology integration have led to a savings of billions of dollars for organizations worldwide. Regardless of demographics, every organization will be part of interconnected networks at some point in the future (Jean Boltz, 1999).

Time is also driving the digital global environment. Speeds of data flows have transformed economic, social, and political environments, minimizing meaningless or redundant processes. This has resulted in decentralization and a shortened scope in the decision-making process. Government leaders watch changing events on television screens as they unfold, allowing for elaborate open source intelligence gathering, but making analysis and planning more critical. Globalization unifies resources and information, requiring rapid responses and radically innovative thinking. Such a dynamic environment leverages time, ingenuity, and human resources to be in (Pearce, 2001).

It took Christopher Columbus three years to sail three small ships to what he then called the New World. He did not find a passage to India but instead discovered what Europeans, at least, considered a new continent in 1492 (Nixon, B., 1998). In the integrated global environment, time has become the most important strategic force for measuring performance, productivity, and opportunities lost. Time is a precious commodity and dominates the course of action in both political and private world. Organizations spend much of their time cutting non essential practices, rationalizing, developing better management techniques, and realizing that in the global environment organizations must learn, re-learn, and promote time saving practices. Real-time, time-sensitive, overnight, and just-in-time, are just a few of the current terms challenging high performance organizations (Nixon, B., 1998).

Leadership and Stakeholders

Stakeholders include employees, suppliers, customers, investors and the community. Although, no one is perfectly adept at winning over stakeholders; some organizations are known for having greater skill than others (Timothy J. Y., 1999). Moreover, organizations are more likely to prosper when they have stakeholder support. They are most likely to attract creative and motivated people and engage their full energies and talents. In order to motivate stakeholders, organizations must be good at offering genuine quality and value, show evidence of being a responsible member of the community and world citizen, and respond to the concerns and aspirations of the people.

In the past, leaders of organizations, both public and private, were primarily good at working with power, manipulation, and competitive strategies there are not have all the necessary requirements to meet current challenges. Successful leaders have to be more balanced and responsible for their actions to the community. They must "walk the talk", accept criticism, and value and practice life long learning. A learning organization needs learning leaders because they will be able to inspire others, win hearts and minds, and practice in a way that others can respect and admire (Drucker, Peter 1993).

Empowerment

Empowerment involves partnering and interacting with other organizations, both private and public. Organizations are joining with those who can help to develop, implement, and achieve organizational objectives. Government and corporate statesmanship is rising and in certain places, business-based political parties or advocacy groups, including political candidates with business backgrounds and no prior political experience, are emerging.

Most of the people have far more to offer than they believe they are capable of offering. Many demonstrate their unused skills, knowledge, and abilities outside their work environment. Organizational leaders should learn how to tap into these unused resources and release these creative talents and energies. They should promote the conditions and environments that support creativity and innovation.

Empowerment also involves recognizing the value of those working within or supporting the organization. It also means that leaders should develop clear goals and guidelines and provide required resources. Everyone gives their best and learns most readily when he is recognized as a valuable human resource, encouraged, and given thoughtful feedback. Such management techniques shape organizational behavior, encourage trust and respect, and strengthen the culture. Additionally, leaders need to give up their unrealistic expectations and become charismatic and visionary. This is a very difficult thing to do consistently but is a vital part of the process and becomes easier with time (Cohen, & Eimicke, 1998).

Value in Diversity

Although the value of diversity is widely recognized, most organizations are extremely uncomfortable dealing with the issue. Selection and socialization procedures are designed to avoid conflict in this area. Looking at typical global organizations, government or nongovernmental, it is not surprising that many people waste time and energy pretending not to be different. At the same time, the world outside is becoming increasingly more diverse as organizations become boundary-less. It has long been suggested that creativity and innovation stem from diversity and that productivity is increased within a team that possesses differences and positive conflict (Vasu, Stewart, Garson, 1998).

Organizations struggle to unite stakeholders around a common cause and purpose. Enlarged and sensitive egos have teams and organizations bedeviled by internal competition, adversarial conflict, power-politics, and divisions. Promoting and practicing diversity is a learning process. It takes creativity, shared vision, and enforced value to create an atmosphere that motivates and puts to use a wide-range of diverse talent. What is clear, here, is that high performance organizations have learned to optimize diversity.

Conclusion

The organization of the future will affect and be affected by ideas and decisions that possess the potential to change the world. As a result, the global environment may move away from state-domination and become less organized and more decentralized than before but the challenge will be that of integration. The integration process itself is likely to start and stop and prove to be somewhat bumpy. Some organizations will integrate more quickly than others, while some will resist or even sabotage the converging developments and progress going on around them.

Establishing high performing organizations is the very competitive strategy to face new challenges of integrating vision, mission, and value. It requires the realization that global economy offers a global opportunity.

END

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The Center for Security and Emergency Management (C4SEM) was established to enhance the capabilities of military security forces, law enforcement officers, emergency responders and local officials to prepare for, respond to, and recover from catastrophic events resulting from natural events, man-made accidents, or terrorist attacks. Since its inception, C4SEM has provided military, federal, state and local departments and agencies with high-quality, hands-on, scenario-driven training, exercises, technical assistance, and strategy development.

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- Advance Counter Terrorism Strategies
- Develop Risk Assessment and Management Standards
- Identify Terrorists Communications and Operations Capabilities
- Identify Indicators Pertaining to Terrorist Actions
- Develop Security and Emergency Management Strategies

Define Mission, Clear Objective, Creative Solution