ORGANIZATION LEADERSHIP & DEVELOPMENT QUARTERLY

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"The Organization Leadership & Development Quarterly is an essential medium to share and ignite insightful conversations in the field of leadership and organization development.

- Dr. Justine Chinoperekweyi

Advancing the OD Theory, Practices, and Values

Centre for Organization Leadership & Development

ONLINE

The *Professional Certificate in Organization Leadership & Development* is intended to allow qualified professionals to enhance their knowledge, skills, and application of the science, theory and practice of organization leadership and development. This certification program allows mission-critical professionals to enhance their professional, career, and intellectual readiness to become change agents in today's complex adaptive organizations. A professional certificate will be awarded in recognition of the successful completion of 10 customized modules.

The program provides learners with an understanding of the fundamental concepts and technologies in organization leadership and development. It also aims to inculcate organization leadership and development values and attitudes among learners. Based on systems thinking, the qualification aims to enhance analytical and diagnostic skills for effective decision making. Learners should be able to summarize and synthesize concepts in organization leadership and development. Learners should develop knowledge and skills to translate organization development strategies into actions.

Advancing the OD field

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EDITOR'S NOTE

This is it, YES; the Organization Leadership and Development Quarterly (OLDQ) from Centre for Organization Leadership and Development (COLD). We are proud to publish our first Issue under the banner: Advancing OD Theory, Practices, and Values.

The OLDQ aims to enhance fact-based decision-making and cultivate essential leadership traits among existing and emerging OD professionals. The articles that are in this and all succeeding Issues will enhance the capacity of OD Professionals and leaders to resolve complex emergent issues and increasing strategic awareness.

Organization Leadership and Development theory, practices, and values are the prerequisites for building sustainable organizations. This Issue emphasizes the need for organizations to harness these essential strategic elements in their development-focused roadmaps. There surely is transformation if organizations embrace the OD values in managing change and driving management innovation. We reckon the significant role that the Small and Medium Enterprises plays in socio-economic transformation hence our focused effort to address the fundamentals of change management in this sector. The articles on blind success and career foresight reinforces the significance of coaching and career development respectively.

This Issue also addresses the necessity of nurturing positive employee attitudes and ensuring renewed thinking in organization management and governance. The roles of organization continuity, service strategy design, risk management, and financial management cannot be overemphasized in the modern corporation.

The views raised in the 14 articles of this OLDQ Issue are not broad prescriptions for organizations to adopt but are intended to open up discussions and debates that will enhance systematic progression, growth and development in the corporate sector.

We appreciate you for taking time to read this quarterly Issue. We welcome your feedback and OD success stories as we advance the field of Organization Leadership and Development.

Managing Editor

Dr. Justine Chinoperekweyi
Author: Exceptionality Without Relapse; Decision Making for Transformational Presence; and Corporate Governance in Banking.

Harnessing OD Theory, Practice, and Interventions as Strategic Imperative for Organizational Effectiveness

by: Justine Chinoperekweyi

This article was originally published by the Institute of OD, Florida-USA.

The thinking and incorporation of Organization Development (OD) skills training for directors, C-suites, managers and other work groups is a strategic imperative for building high-performance organizations. Most business literature, discussions and training focuses on the skills of organizational members in the areas of economics, audit, finance, banking, business administration, accounting, and law. Most of the capacity and professional development programs exclude other key organizational work groups, particularly those at the lower level of the organization's hierarchy. The failure to be integrative and explicitly focus on organization development skills in and outside of the corporate boardrooms significantly affects coherence, adaptability and organization renewal. Boards, C-suites, and managers must proactively consider the opportunities that come with holistically embedding OD principles and practices in their operational and strategic roadmaps. This article discusses the significance of organization development skills among all work groups, C-suites, and directors. The promotion of OD skills among directors, C-suites and managers has a tectonic impact on the effectiveness of the entire organization.

Why should organizations embed OD theory and practice in their strategic and operational roadmaps?
OD is of critical importance to organizations for seven reasons:

a. Fact-based decision making and cultivation of essential leadership traits.
The scale and complexity of the business operating environment require that firms harness OD theory and practice in every fabric of corporate management and governance

in order to remain relevant and sustainable. This means organization development should be touted as a strategic imperative for organizational effectiveness. The corporate failures and distress experienced in most economies since the beginning of the century do cast a dark shadow on the exclusive reliance on such skills as economics, finance, banking, accounting and law as defining skills for organizational members. Embedding OD theory and practice in strategic and operational roadmaps is vital in ensuring fact-based decision-making and the cultivation of essential leadership traits such as mission-focused, visionary, analytical and objectivity among workgroup members. These leadership traits improve strategic thinking and strategic leadership across work groups. The OD theory and practice is instrumental in reinforcing the leaders' capacity to provide necessary advice and counsel and improve organizational legitimacy and sustainability.

b. Minimize risks by addressing the increasing digital complexities

The increasing digital complexities in the business operating environment necessitate the need for organizational change strategies rooted in OD theory and practices. Harnessing OD theory and practice inside and outside the boardroom is essential in expanding knowledge; enhancing organizational climate, organizational structure, and organizational strategies. Organizations that prioritize and cultivate OD skills across work groups have an improved capacity for solving organizational problems, managing change, and achieve internal coherence that gives significant competitive advantages to the firm.

c. Aligning an organization into the operating environment

Without downgrading the other skills required of directors and other organizational members as specified in various codes and policies in different jurisdictions, OD is a strategic imperative for organizational effectiveness because of its focus on aligning organizations with the rapidly changing and complex operating environment. Harnessing OD theory and practice across workgroups enhances organizational learning, knowledge management, adaptive management and the transformation of organizational norms and values. OD is instrumental in organizational effectiveness because it helps directors and senior executives devise change management tactics that strategically reposition the business in an evolving environment while embracing partnerships, collaboration, and innovation.

d. Enhancing the capacity to resolve complex emergent issues

Organizations that consider OD as a strategic imperative have the capacity to resolve complex organizational issues such as cultural change, introducing new systems or processes, determining the organization's mission and values, and enhancing leadership and employee engagement. The field of OD is critical to business success and strategy through widespread learning, engagement and constant inquiry that enhances the organization's capacity to deal with prevalent mega-disruptions, and thrive. It also supports the application of discovery and prediction techniques to further the achievement of organizational goals. Due to the volatility, ambiguity, and unpredictability of the business environment, organizations encounter technical and adaptive challenges that require the proactive adoption and application of analytical models and expertise. The models and expertise that drive effectiveness at a board and organizational levels require harnessing the theory and practices of OD as developed through inquiry, experimentation, and learning. The hybrid interventions that OD brings to corporate boardrooms enable organizations to be responsive to trends, opportunities, shocks, and pressures, and to resolve the complex and disruptive technical and adaptive challenges in organizational life.

e. Building congruence across the entire organization

The process of harnessing OD theory and practice supports organizational effectiveness in the following areas: compensation systems, performance measurement and management, sustainable consequences management, leadership and culture change and so on. It also ensures the building of congruence among the organizational structure, process, strategy, people, and culture. The ensuing congruence leads to enhanced competitive

as a result of sustained business growth, improvements in work processes, and enhanced capacity to innovate and self-renew. OD helps the board to manage risks and to devise innovate ways of managing consumers/customers, change, and competition.

f. Unifying people in organizations

OD theory, practice, and interventions unify the board, C-suites, managers and all other work groups thereby contributing to the development and effective implementation of well-considered and fact-based business strategies. It significantly influences and alters relationships and motivation of not only board members but the dynamics of all work groups that characterize the entire organization. OD is not normative and therefore promotes systems thinking which helps to understand the interconnectedness and complexity of organizations.

g. Increasing strategic awareness among all members

Embedding OD theory and practice into the boardroom is the inevitable catalyst for addressing all business challenges through enhanced strategic awareness and macro-perspective to corporate governance, which leads to the organization's capacity to thrive and win. OD skills training and education should be a top priority on director continuous capacity development programs of the modern corporation. Organizations should seriously consider enhancing the organization development skills of all members in order to build high performing teams, improve individual capabilities, create an enabling environment, and improve organizational performance.

OD is not a normative field; however, for organizations to optimize the benefits of harnessing its theory and practice as operational and strategic imperatives, the seven areas below should be the focus of attention. The capacity and professional development programs for directors, C-suites, managers and other work groups should:

- Promote the use of Decision Support Systems and Business Intelligence (BI) tools across all workgroups. This requires the definition of the organization's data value strategy.

- Encourage the development and implementation of structured and integrative risk governance framework coupled with strategic (transformational) planning.

- Promote enlightened environmental scanning and action learning methodologies.

- Promote strategic alignment through process-oriented organizational re-engineering methodologies.

- Promote management innovation through R&D across work teams in order to develop well-honed product and service innovations.

- Devise an integrated Human Resource Management System that unifies all members of the organization.

- Devise a Performance Management System that is integrative and focuses all members on a common objective.

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ORGANIZATION DEVELOPMENT

VALUES

Embrace Organization Development (OD) Values: A Development Imperative

by: Justine Chinoperekweyi

Much has been written and said about *values* and *Values-based Leadership* in organizations. In fact, most organizations have a set of values well-displayed on the office walls and hanging on office hallways. When individuals, work groups, and organizations lack values, performance is tremendously compromised. It is essential to humanize workplaces or organizations though *embracing* the all-encompassing Organization Development (OD) values. The OD values recognize that an organization is a complex, dynamic, social process; not a static structure. The ability to embrace the OD values in every fabric of the organization has tectonic positive impact on building sustainable organizations.

Essentially, Organization Development is a field that is informed by humanistic values. Most of the values that inform OD practice are embedded in the psychological concept of 'development', which concept is foundational to building high performance teams and organizations. The concept of development in OD practice encompasses the evolution and disruption models which facilitates systematic organizational progression, transformation, change readiness and growth. Development is not a mere natural process but requires *insight, intentionality, and effort*. These development demands necessitate the need for organizations to embrace values and Values-based Leadership. The OD values recognize that the building of high performance teams and organizations is not a reactive (neurotic) out-of-control behavior. Practicing organization development based on fundamental values ensures that individuals, work teams, and organizations enhance the capacity for choice and reason *(fact-based decision making)*.

Most organizations and individuals shirk OD values because they have over the years accumulated and adopted well-developed beliefs about approaches to organizing and strategies for improvement. However, the business environment is fast changing and innovation has become an undoubted precondition to sustainability. *How can organizations revitalize the innovation agenda?* The answer to this question is explicit when the organization harnesses OD practice and theory, and embraces the OD values. An understanding of the OD values and development assumptions guides the organization's capacity for fact-based decision making and systematic progression and growth. Some of the development assumptions that inform OD values are evident in such frameworks as Maslow's Hierarchy of Needs, McKinsey 7s Framework, The Star Model, Burke-Litwin, Freud, Erikson and Piaget and so on. OD transforms individuals, teams and organizations because it subsumed essential values for managing change and enhancing organizational effectiveness. *How can organizations facilitate embracing organization development values as prerequisite to building high performance teams?*

1. Encourage self-analysis among organization members.

OD practitioners promote self-analysis as a path to health and systematic growth across individuals, work teams and the entire organization. OD enhances the capacity for authentic communication, transparency and employee voice. It considers people as human beings instead of human resources or machines. Self-analysis facilitates authentic relationships in work groups and organizations because it enables members to be aware of their biases, stereotypes, and mental modes that impede the systematic progression and growth of the organization.

2. Encourage systems thinking and circular visioning.

Systems thinking and Circular visioning are fundamental to organization development and as such building high performance organizations. OD scholars purport that most developmental models are guided by three common criteria. The first criterion is that the more developed a system, the more aware it is of itself and it can talk to itself about itself. The second belief is that the more developed a system, the less it is driven by reactive, unconscious emotions, motivations and cognitive frameworks and the more decisions and actions are based on reason, rationality and cognitive complexity. The third criterion is that the more developed a system, the more it is able to actualize its potential. Embracing systems thinking and circular visioning as core values of OD practice is essential in facilitating fact-based decision-making especially in complex adaptive systems.

3. Encourage macro-mindedness rather than short-term results.

Despite the understanding of sustainability concept, most organizations are involved in the "heartless hustle for razor thin margins, putting short-term profits at the centre stage and long-term partnerships in the cheap seats. The soul of an organization is put in a profit-at-all cost vice and the positive spirit of workers is squeezed out". Most leaders and managers want to create great teams and great organizations. However, they are faced with a high demand for quick results and pressure from board and oversight committees, leaving them with no time for implementing and upholding OD values and practices. This tendency to consciously withdraw from OD values is inspired by the need to drive performance 'now'. It is executionary and therefore extremely violent. There is a focus on short-term results at the expense of all else. Upholding OD values is therefore the answer to addressing fragmentation across the organization's strategy, processes, people, structure, and reward systems. The ensuing congruence leads to enhanced competitive advantage as a result of sustained business growth, improvements in work processes, and enhanced capacity to innovate and self-renew.

4. Foster the spirit of inquiry.

The capacity to build high performance organizations emerges from relentless inquiry in organizations. There is no doubt that inquiry and development are symmetrical. The concept of Appreciative Intelligence as informed by Appreciative Inquiry is at the heart of organization development. Organizations should strive to enhance understanding, perception, and inquiry by questioning all issues.

5. Ensure free and informed choice.

Freedom and informed choice precedes effective decision-making and organizational effectiveness. Organizations need to nurture freedom and insight across all functions as a precondition to thrive. I wrote the book titled: Decision Making for Transformational Presence: Guide to making decisions that work. This book introduces model and concepts to effective and transformational decision-making.

6. Ensure constellations of strengths.

OD is about creating great teams and great organizations. The success of OD interventions is not a result of individualistic effort but collaborative decision-making. Valuing collaboration is essential in nurturing healthy relationships.

OD helps to build healthy relationships across work groups through promoting collaboration and cooperation. OD practitioners remind people of humanity and worthy, helping people to be inspired, ennobled, and incensed. Synergy drives organization development outcomes.

7. Empower all members.

Empowerment helps to build a legacy of contribution. OD helps people to realize their full potential and see how to contribute to the future of an organization. People are more enthused about "building a great cathedral, than simply laying bricks". OD helps people to see the significance and value of their work. This helps to increase the levels of autonomy and courage among organizational members.

8. Insist on excellence.

OD drives quality and crowds-out the tolerance of mediocrity. The adoption of Appreciative Inquiry (AI) and Systems Thinking aids in enhancing operational excellence through the harmonious operation of individuals and work groups.

9. Pursue a competitive cause.

OD helps people view their roles and responsibilities in grander terms than simply a job. This is supported by the organization's ability to shirk the deficit-bias and feeding strengths of individual members of teams.

10. Encourage face-to-face conversations (dialogue).

OD practitioners should be comfortable to step into potentially difficult conversations in order to enhance awareness and inspire fact-based decision making. It is essential to ignite insightful conversations in order to move organizations forward.

11. Ensure inclusion and respect.

This involves valuing the perspectives and opinions of all members. Diversity of perspectives and opinions is essential to organization development. There should be no room for discrimination or exclusion in OD practice.

These OD values are not exhaustive but capture the essential values in OD practice. Organizations that embrace organization development values have the capacity to resolve complex organizational issues such as cultural change, introducing new systems or processes, determining the organization's mission and values, and enhancing leadership and employee engagement. The OD values are critical to business success and strategy through widespread learning, engagement and constant inquiry that enhances the organization's capacity to thrive through effectively dealing with prevalent mega-disruptions. Embracing OD values supports the application of discovery and prediction techniques to further the achievement of organizational goals. Due to the changing business environment, organizations encounter technical and adaptive challenges that require the proactive adoption and application of analytical models and expertise that are embedded in fundamental OD values. The models and expertise that drive high performance organizations require harnessing the theory, practices and values of OD as developed through inquiry, experimentation and learning. OD values enable organizations to be responsive to trends, opportunities, shocks and pressures, and to resolve the complex and disruptive technical and adaptive challenges in organizational life.

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SMALL & MEDIUM ENTERPRISES

CHANGE

Managing Change during Turbulent Times

by: Kudzanai Vere

Most businesses in developing economies encounter tough times as the countries undergo some radical (disruptive) and at times gradual (evolutionary) economic transformation through policy reforms and legislative alignments. The changing business environment is characterized by complex technical and adaptive challenges which cause severe distress and failure to those businesses that fail to adapt. Though change affect most businesses, the degree of impact varies considerably between businesses that take proactive planning as a strategic imperative and those that assume change is something to be bolted on (more often at lightning speed) and as such operate without documented strategies and a clear vision. What can be done to keep businesses afloat in the changing operating environment? In this article, I tackle this question from a Small and Medium Enterprises (SMEs) perspective. However, the concepts and recommendations are relevant to businesses at any life-cycle stage.

1. ***Stay Positive and think beyond the peripheral vision.***
Change is definitely painful and disturbing but giving-up is not an option. Put your business on course by staying positive and thinking outside the box about how to navigate the ensuing business terrain. New challenges demand new strategies and most importantly renewed thinking. As the operating environment keeps changing, so should be your business approaches and mindset. Don't cling on to ideals or remain in the past while events are fast-paced because if you do so your business will become irrelevant and eventually obsolete.

2. ***Enhance your perception and intelligence through learning.***
Learning drives and sustains change through enhancing perception and intelligence about the market, competition, technology, customers and so on. To sustain your business, keep learning new ways, keep opening new avenues, and regularly revisit your assumptions and beliefs. Learn about emerging technologies, current trends and what's happening in the world of business. Read widely and expand your knowledge horizon with your business context and possibilities in mind. Remove any masks, put on sharper lenses and ensure critical analysis of both the internal and external environment of your business. Enhance your perception and set your self-apart from ordinary business approaches. Innovation is a prerequisite to business sustainability, hence let your brand be known for breaking new grounds. Enhance your capacity to see farther in the midst of change. Expect the unexpected and prepare for their impact on your business. Always be proactive.

3. Be in a state of relentless inquiry

Though change creates chaos, the above two concepts can only be done by an organized mind. It is only a logical mind and a mind that is not conditioned; that can effectively maneuver and manage change. Always train your mind to inquire and observe situations or issues objectively. Refrain from merely accumulating knowledge because whatever is accumulated withers or dies, rather apply knowledge to your business with a heightened state of inquiry – relentless inquiry. Ensure your mind is capable of separating relevance from irrelevance and ultimately settles for the relevant in order to drive business growth. Innovation and creativity precedes a free and calm mind that is always in a state of inquiry and application.

Probably you have been in business for quite some time but your business is static and likely to be overtaken by the rapidly changing events. Do you want to continue the same or you are tired of the status quo? Why is it that your competitors are relatively excelling in the same business environment? Do you have an answer to this last question? If you do, you should have closed the gap and at least be like them and at most surpass them. In dealing with SMEs, I encourage these emerging organizations to adopt the different methods of enquiry into their business strategies, structure, systems and so on. The inquiry should be approached using both diagnostic and dialogic methodologies in order to enhance the organization's capacity to resolve complex emergent issues and the increasing digital complexities in the marketplace.

The changing business environment has taught many lessons to quite a number of corporate players. Just like in an ordinary classroom where the teacher applies universal teaching methodologies to all learners, the context is perceived differently by all of them. The assessment results tell the teacher a big story on the types of students in class and their varying abilities to conceptualize and at most apply taught concepts. The results inform the teachers on how best they can help each student pace up with others. Always be the self-aware and open-minded learner and engage in candid conversations with others and your business mentors.

The way we start and run our businesses tells a big story to stakeholders. How do we get to understand the varying perceptions of all our stakeholders towards our brand? This requires the application of enquiry tools and techniques. Here are some basic examples that we recommend start-ups to use and reflect on their businesses: SWOT Analysis, Johari Window, Force Field Analysis, Questionnaires, and Surveys. We also recommend self-analysis and evaluation by managers and corporate leaders. Most business persons especially from the SMEs sector don't have time to come up with such intelligence programs and activities to inform them of environmental trends and changes so as to position their businesses competitively and at most readjust strategies to suit the market dictates.

You can't be any different in your business if you stick to the century old business strategies and expect to be on top of the game. To effectively manage change, enhance your strategic foresight, hindsight, oversight, and insight. These strategic elements help you to see opportunities and be able to offer unique solutions. Ensure your business is known by the relevance and usefulness of solutions to the pervasive technical and adaptive challenges in your field. This will give your business a competitive edge and as such facilitate systematic progression and growth.

Kudfort Advisory Services in collaboration with Premium Business Network International facilitates Business Seminars to equip the corporate sector and Small to Medium Enterprises (SMEs) in Zimbabwe and beyond on how to enhance competitiveness and sustainability in a VUCA environment [VUCA – Volatile, Uncertain, Complex, Ambiguous].

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Fostering Management Innovation through Organization Development (OD)

by: Justine Chinoperekweyi

Generally, employees initially exude positive energy, passion and commitment to holistically drive performance but they are quickly robbed of all innovation capacity and interest by the organizations. They are sidetracked, overworked, and ridiculed to boot, hence losing the innovation capacity. Management innovation is a precondition to building high performance organizations. Management innovation is a product of successful organization development interventions supported by highly committed employees. The technical and adaptive challenges prevalent in the business operating environment demands management innovation capabilities.

OD has become an undoubted practice for resolving most of the corporate challenges prevalent in the modern business environment. The structure of the modern corporation is such that the board and C-suites are involved in the oversight, strategic thinking and strategic leadership functions of the organization. The lower level employees undertake the operational roles and responsibilities. Professional managers drive the development and implementation of OD interventions in the modern organization. Mission-critical managers 'make it happen' in terms of developing and implementing OD practices and principles. However, effective implementation of OD interventions requires leadership buy-in and the cooperation, commitment and engagement of employees. Collaboration across the organization structure is essential for management innovation – from both institutional, fashion, cultural, and rational perspectives.

There is an increasing peril of 'mission-critical manager withdrawal behavior' in the modern corporation. The withdrawal behavior can be determined through a comparative analysis of the employee's change in behavior upon joining the organization and as time elapses. The key indicators of withdrawal include low motivation, absenteeism, poor commitment (lack of desire and energy), and the employee becoming uncharacteristically taciturn. This dilemma leads to the complex agency problem and increasing agency costs. Most of OD interventions fail when mission-critical managers and individuals start exhibiting withdrawal behavior and lack the commitment to further organization goals and objectives. To catalyze the negative behavior change, organizations need to understand and respond to the factors stifling management innovation.

This article reviews some of the factors leading to behavior change of mission-critical managers and employees in organizations.

1. Pressure to drive performance "now".

The current economic environment places much emphasis on increasing productivity in order to survive. Results, Results, Results. Management innovation cannot be attained in an environment where employees merely focus on predefined performance metrics or data submission. Due to the performance focus, most corporate leaders are tightening controls and asking employees to do more in less time. The dilemma is that organizations are paying less attention to the development and satisfaction of their employees. Leaders are building strategies driven by weekly, monthly or quarterly performance and neglecting quality and values of the people. The message that dominates most corporate meetings is only about Achieving Targets, Targets, Targets. Mission-critical managers therefore withdraw – 'we just need to execute and achieve imposed targets'. There is a negative rippling effect because the notion of 'execution now' is extremely violent as employees will start executing on one another. This contradicts management innovation principles as employees will start working in silos. 'Forget about systems thinking. I have to achieve my department's targets'.

Inappropriate or misguided execution fuels antagonism and hatred across individuals and work groups. The misguided notion of 'driving performance now' undermines the fundamental functions of management due to its extreme and exclusive inclination towards mere execution. Most organizations celebrate ivory tower planning rather than collaborative working. Mission critical managers or employees are forced to neglect fundamental OD practices and values, but merely and violently focus on 'driving performance'. At the individual level this makes the mind subservient and extremely dull, hence poor management innovation.

2. Misinformed employee evaluation and reward systems.

People drive organization development initiatives and interventions particularly when the environment promotes creativity and innovativeness. Giving exclusive attention to productivity leads to an intense focus on short-term results at the expense of all else. It's unfortunate that most organizations solely evaluate their employees based on external and short-term results; yet short-term results do not really measure anything of value for the longevity of the company. The external and short-term measures get tied to rewards and incentives and start to transform behavior in a negative way - mission-critical managers withdraw. Some of the commonly rewarded external measures are sales, profit, and cost saving. Though these measures are valuable, it is the single-minded focus on these external results that lead organizations to miss the underlying dynamics that support high-performance. Other equally important measures that are not rewarded or celebrated include employee loyalty, employee commitment, innovativeness, and customer loyalty.

3. Perpetuating cultures of shame.

Culture drives high performance organizations. Despite the increased attention given to organization culture, most organizations still lag behind in designing and clearly defining guiding principles and values. There is a direct link between culture and organizational performance. The existence and perpetuation of under-performing cultures limits the capacity to build high performance organizations and teams through stifling innovation, undermining engagement and thwarting development. Examples of cultures of shame include predatory cultures, frozen cultures, chaotic cultures, political cultures, and bureaucratic cultures. It's unfortunate that these are the cultures that dominate most organizations.

Predatory cultures are exploitative to the marketplace, and punitive and retaliatory in the workplace. Such cultures foster an alienating work environment. A frozen culture is characterized by gridlocks, denial, authoritarianism, non-response to change and extreme risk-taking aversion. Frozen cultures are extremely behind the change curve, are reactive and as such play catch-up to competitors.

Chaotic cultures are fragmented, unfocused, and lack coherence of mission and operational activities. There is chaos for influence, resources and customers. Political cultures are characterized by internal jockeying for influence, turf and career advancement. Such cultures are balkanized and retaliatory, and there is no well-defined mission. Bureaucratic cultures are rigid, procedural, regimented and authoritarian while demanding conformity.. Cultures of shame are repugnant to management innovation and OD principles as they perpetuate non-value adding conditioning, misinformed conformity, irresponsible compulsion, and lack of confidence among work groups, mission-critical managers, and employees. Mission-critical managers withdraw because sensitivity can never be awakened through conditioning, conformity and compulsion. These elements astonishingly stifle management innovation because they breed fear and antagonism.

4.   Misaligned Training and education programmes.

Despite the understanding that OD is not normative, most of the leadership, management and continuing professional development programmes focus on learning about things – they merely follow cut-and-dried principles. The programmes teach people what to think and NOT how to think. There is an increased focus on the mere cultivation of capacity and efficiency among corporate members. The accumulation of facts and knowledge, and the development of capacity have deprived individuals, work teams, and organizations of fitness and integrated action. Most of the training and education programmes merely reviews ideals, principles and methods without bringing everything into praxis. It is essential to appreciate that ideals have no place in OD because they prevent the comprehension of the present with the future in mind. Mission-critical managers understand that idealists are mechanical and hence efficient but not effective. Management innovation demands the hybrid of discovery and prediction techniques to gaining insight, foresight, hindsight, and oversight.

5.   Chocolate people dilemma.

Due to increased labor mobility the workplace has become a nexus of people from diverse backgrounds. In such a social system, the challenge of employee split personality and impression management affect the behavior of mission-critical managers. Authenticity is a key value in effective management innovation, OD and leadership development. The executionary and competitiveness call of the formal organization seems to force people to alter their personality by acting more aggressively than usual or being uncharacteristically taciturn. Employees at all levels of the organization face the split personality phenomenon due to concerns over promotion, lack of self-confidence, and approval addiction. Impression management undermines individual engagement and reduces potential.

6.   Corporate complacency.

Mission-critical managers have a long-term view of the corporation. Most businesses become complacent after gaining short-term profits. Praised companies celebrate their victory and admire their business models without a consideration of the changing environment. Some organizations lack reliable tools for performance assessment, hence they declare victory prematurely or claim progress without delving into the particulars or comparing themselves with others. Some organizations derive performance measures from strategy, signaling a fundamental misunderstanding of the purpose of measurement and the role of strategy. Most corporate strategies are dominated by lists of improvement activities and management initiatives, such as grow market share, extend the product range, seek new distribution channels. Corporate complacency runs parallel to the needs and expectations of mission-critical employees.

7.   Talent illiquidity in the labor market.

Despite the rise in the number of graduating students from various colleges and universities, there is an increasing illiquidity of mission-critical managers in the labor market. It is increasingly becoming difficult to hire skilled people. The organizations should develop

customized career models and programs that drive deeper levels of professional skills. To build high-performing organization there should be skills support across functions and work teams.

8. *Passion larceny and the growth of energy vampires in the workplace.*

Most managers initially exude positive energy, passion and commitment to holistically drive performance but they are quickly robbed by the organization's strategy, structure, systems, staff, skills, style, and shared values. A culture that promotes negativity among work groups nurtures energy vampires and necessitate passion larceny among mission-critical managers. Energy vampires are unfocused, fearful, devoid of affection, complacent, and hopelessly apathetic. Energy vampires are averse to creativity and team cohesion. A workplace that promotes energy vampires will not survive for long.

In the presence of these factors in the workplace, mission-critical managers withdraw through complacency or exit. Management innovation is a precondition to thrive; however, it needs the engagement and commitment of managers and all other work teams. What should organizations do to lead and catalyze positive behavioral change among all employees? To positively and sustainably shape behaviors that ensure the mission-critical managers stay and flower, we suggest the following:

- Inquiry drives positive change - organizations should institute systems to discover and predict signs of withdrawal among organizational members. Identifying barriers to management innovation improves chances of success.

- Enhance training and development models - develop customized career models and programmes to drive deeper levels of professional skills, identify cultural gaps in the workforce and filling them to build a culture of learning and knowledge-sharing, revamping leadership development to build the next generation leaders.

- Facilitate social networking – organizations should ensure the adoption of social networking methodologies to drive deeper communication and collaboration among work groups. The organization's capacity to solidify individual and work group efficacy helps people to connect their strengths and create greater possibilities.

- Refine approaches to organizing the enterprise and build healthy organizations. This demands the application of OD models and approaches across all functions of the organization.

- Cultivate a culture of empowerment and responsibility towards solving problems as they surface. Organizations should further adopt high performing cultures. These cultures of change include service cultures, new age cultures. These cultures should be supported by right sponsorship, new goals, widespread involvement and buy-in.

- Build strategy driven by quality and values of the people rather than merely quarterly performance or external results.

- Develop a business model to gain a comprehensive and realistic understanding of how to do business. This will involve a reality based process for thinking and executing organizational activities. Avoid pens of anxiety fueled by misinformation, no-information or rose-colored information.

- Adopt a model of institution building premised on systems thinking, strategic thinking, shared vision, empowerment, information flow, emotional maturity, learning and synergy.

- Devise an integrated Human Resource Management System that unifies all members of the organization

- Devise a Performance Management System that is integrative and focuses all members on a common objective.

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Achieving Excellence through Employee Attitude Development

by: Avilla D. Goba

Employee attitudes affect organizational effectiveness. The organization's ability to cultivate positive employee attitudes drives excellence and positive results. However, the cultivation of right attitudes among individual employees cannot be viewed as the sole responsibility of the organization. To complement organization's effort, individual employees must willingly develop and exhibit the right attitude at work. More so, the extent of employee diversity in the workplace demands that employees adopt a generation-wide attitude adjustment that fosters collaboration, cooperation, and corporate community mindset.

Employees should exhibit glowing behaviors or attitudes that value quality and excellence. Examples of these positive attitudes include: enthusiastic, 'can-do' attitude, innovative ideas, courteous and friendly, meeting deadlines, taking responsibility, punctuality, and respect for others. These attitudes are highly intolerant to mediocrity hence essential to building high performance organizations. There are two ways to nurture these attitudes among employees: institutional strategies and individual approaches. These methods should be used cumulatively or as complements to each other. Developing attitudes that value quality and excellence does not come naturally, but need to be deliberately stimulated through the institutional and individual approaches. In view of the quest to develop sustainable organizations, it is imperative that organizations invest time and effort to explicitly and regularly discuss attitude issues.

Employee attitude development and management should be a top priority in modern organizations. To foster employee excellence, organizations have a role to play and as such should institute an Attitude Development Framework (ADF). The framework should focus on fostering positive employee attitudes in alignment with the overall organization's strategic intent and values.

At institutional level there are numerous practices that drive a culture of excellence and cultivate the right attitude among employees. Some of these practices are as follows:

- View employees as assets rather than mere human resources. This practice improves employee-employer relations and motivates employees to cooperate, collaborate and contribute to the organization.

- Enhance the recruitment and selection process to ensure the organization hires the right people. Attitude assessments and conversations should be incorporated into the employee recruitment and selection process.

- Improve the line managers' ability to effectively lead and manage employees. The cultivation of reasonable and supportive leadership and management practices facilitates positive attitudes among employees.

- Empower employees to manage their own careers and to solve problems. Always treat employees with respect and enhance their career foresight. Career foresight is defined by The Futures School as "an ongoing process that allows us to translate the weak signals in our external environment into multiple patterns and narratives, revealing hidden opportunities and uncovering potential threats".

- Proactively drive talent mobility. This is essential in motivating employees through enhancing their skills and efficiency across disciplines.

- Continuously measure and improve retention strategies and ensure regular recognition and coaching.

Employment practices in organizations are mainly influenced by the political, legal, technological, institutional, economic and socio-cultural context. Organizations should adopt the above institutional practices in order to improve employee attitudes and improve employee retention because positive employee attitudes, knowledge and skills are the nerve for the company to achieve excellence. Conversations drive team and organizational excellence. Excellence at organizational and individual levels also requires focused Staff Development Conversations. How?

1. Schedule time to engage into candid employee or team development conversations.
2. Ensure two-way discussions coupled with intense listening.
3. Adopt coaching techniques and customize the techniques to each situation.
4. Manage employee expectations and proactively control any variances.
5. Understand the employee's learning style and adapt to each employee's style.

Staff Development Conversations should be culturally ingrained in an organization as a prerequisite to improve employee attitudes and attain staff and organizational excellence. The conversations should focus on enhancing and aligning employee attitudes with the organization's culture. To ensure employees strive for excellence and exhibit the right attitude, clear organization culture is essential. Organizational culture is a set of shared beliefs between members of an organization who are operating as a group. The organization's values shape employees' perceptions regarding the issues and demands that they encounter on a daily basis in a way that underpins their behaviour and outlook.

During the development of Human Resources Management system, a lot of effort should be placed in creating conducive workplace so as to increase the employee's attitude towards work and others. Organizations also facilitate positive employee attitudes through good human resources systems that unify all organizational members. The human resource systems should enhance the organization's culture.

Culture in organizations is built from shared beliefs between members of an organization. The culture and core values in an organization can have a direct influence on employee attitudes and overall organizational performance. The core values of an organization depend on mode in which employees act within their organizational unit, and these can cultivate negative attitudes leading to internal conflict. The organization's culture has influence on the type of employees that the company successfully retains. Organizational culture therefore influences employee attitudes, performance and productivity significantly. For organizations to cultivate positive employee attitudes and ensure excellence, management should understand and make adequate provisions for the way in which organizational culture exerts influence on a wide range of variables, including job satisfaction, organisation commitment and performance.

Most employees are unfocused, uncreative, devoid of affection and hopelessly apathetic. Whilst empirical studies reveal that human resources are considered as the organisation' asset and that there is need to attract and retain key talent for the organisation to succeed, there are however other issues to be considered and key among them is the employee's attitudes towards work. There is need for organizations to cultivate employees' positive attitude towards work. Employees' attitudes towards work in general, are very difficult to deal with yet they greatly affect the success of the organisation or team. The main dilemma that organizations also need to address in respect to employee attitudes is impression management and employee split personality phenomenon. Employee attitude towards work cannot be picked from oral or written interviews used in the recruitment and selection processes, hence the call for Staff Development Conversations and developing an institutional Attitude Development Framework. The negative employee attitudes matters are real and are crippling most teams and organizations.

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Renewed Thinking: Building High Performance Organizations

by: Justine Chinoperekweyi

The turbulent business environment, complexity and chaos in organizations have necessitated the need for renewed thinking on the approaches to building high performance organizations. Complexity Theory and Chaos Theory indicate that the modern corporation is a highly complex adaptive system that is disorganized and unordered. Let's review the need for renewed thinking from a corporate governance perspective. Why corporate governance? Sustainability is a product of effective governance roles and functions, particularly the strategic leadership and strategic thinking. Renewed thinking facilitates the development of organizational strategies consistent with an enduring organizational genome. With renewed thinking, organizations (boards to be precise) can effectively examine the triggers that might propel the organization beyond the new normal. It also facilitates the ability to explore for promising adjacencies to the core business of the organization. Renewed thinking enables boards to prospect for blue oceans and change the organization's course. For organizations to fully adopt the far more assertive posture of initiating and driving (orchestrators), renewed thinking is strategic and operational imperative. A failure to capture this strategic and operational imperative leads organizations to be mere reactors.

In the current business environment, organizations cannot thrive by relying on a single, predefined governance approach. The changes and challenges being faced by organizations exhibit the weaknesses of relying on normative approaches to management and governance. For organizations to be orchestrators rather than mere reactors there is need for continual and cyclical approaches that integrate humanistic values and are embedded in the concept of development. Organizations can either adopt the principles-based approach or the rules-based approach to corporate governance. These approaches should be targeted at the technical and adaptive challenges that organizations face.

Organizations should effectively integrate the manufacturing and distribution business models in the context of the evolutionary and disruptive operating environment. The non-linearity and deterministic nature of organizations calls for the unified corporate governance framework that integrates the principles and rules-based approaches. Non-linearity in organizations calls for an effective feedback mechanism because the organizational variables behave in seemingly chaotic ways. Complexity in organizations causes a global cascade which demands systems thinking and circular visioning in order to drive organization development outcomes.

In most jurisdictions, there has been increased attention to corporate governance, seemingly because of the profit maximization and shareholder wealth maximization objectives and the complexity and non-linearity of organizations which brought about significant agency problems and costs. The reactive approach by most jurisdictions and shareholders as a result of business complexity and chaotic systems during the last decades led to the increased exclusionary stance on pedantic rules to corporate governance. This led to the exponential increase in the development and enforcement of corporate governance codes and rules across organizations and countries.

Historically, laws and regulations in corporate governance, in the 19th century, was a political reaction to the effects of the flourishing democracy that created a free-market or capitalism system. The unrestrained form of capitalism that existed in the early years of the Industrial Revolution resulted in a small number of people amassing wealth. Laws and regulations were therefore introduced to limit the excesses and abuses of the free market. The 17th and 18th century organization relied on 'trust systems' and control was a product of 'voice' rather than 'exit'. As a result of the evolving corporation and the widening agency problems, the pedantic rules-based approach focused on board composition, independence, diversity, succession planning, gender quotas and so on. The search for independent directors has, in most cases, focused on "independence" of the person whilst shirking independent thinking. It is extremely better to have real independent thinkers who are prepared to put their reputations and positions at stake to express an independent view in the boardroom; rather than having individuals who have no connection to management but lack independent thinking.

The adoption of pedantic rules has seemingly replaced the business judgment of directors, C-suites, and managers with a more mechanical direct democracy. There is need for renewed thinking because this mechanistic approach is repugnant to the principles of building high performance organizations. The exclusive focus on being pristine about board diversity, independence and so on has led to zero expertise on most boards, hence slowing down organizational growth. It is true that most board candidates with the most industry experience are also the ones with the most baggage – the kinds of connections and 'material relationship' that contradicts pedantic corporate governance rules. Most economies have witnessed an exponential increase in the number of laws, regulations and guidelines directed at organizations. This increase has been necessitated by the general belief that legal reforms are the prime solution to corporate challenges. It's unfortunate that the legal reforms have facilitated rigidity founded on the negative agency problem. There is an urgent need for renewed thinking in order to ensure flexibility by adopting hybrid governance frameworks embedded in the third generation OD methodologies.

Genuine inquiry and dialogue precedes renewed thinking. It is essential to understand that inquiry and generative conversations drives change and facilitate the emergence and sustainability of high performance organizations. In line with development principles, inquiry and dialogue should be at the centre of corporate governance practices and discussions. Organizations should deliberately avoid the rigid criteria for independence, diversity, and other corporate governance mechanisms. The rigid focus on corporate governance structure has led many boards to lose sight of other important qualifications that sustain organizations. Exclusively focusing on external competencies of directors and instituting broad prescriptions for upgrading corporate governance have failed to produce high performance organizations. It has been evident that the 'quack' governance programs are undesirable and an overreaction, hence the need to renew our thinking about approaches to building high performance organizations.

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Rather than disqualifying directors based on externally-imposed rules, there is need to refocus the corporate governance orientation towards developing and enhancing the positive virtues of managers, C-suites, and directors. The principles-based governance approach demands the crystallization of essential corporate governance principles and practices in view of the extent of organizational complexity and chaos situations. This approach is complementary to the rules-based approach and is informed by the fundamental assumptions underlying corporate governance rather than mere reliance on broad prescriptions. The principles-based approach gives due attention to critical management elements of de-naturalization, reflexivity, and (non)-performative element. These elements are essential to corporate governance because of the need to ensure that critical management information reaches the board or executive team as sufficiently complete, accurate and timely to enable appropriate decision-making, and enhance the control mechanisms of complex and chaotic systems. This is in line with the third generation OD methodologies whose premise is to search out and amplify what is working in a system through genuine inquiry and conversations.

The principles-based approach prevents the development of mechanistic, 'box-ticking' approach to decision-making and the use of legalistic loopholes to avoid compliance with guidance. This approach can easily cope with changes in the modern business environment unlike the pedantic rules-based approach which prescribe precise practices that are required or recommended as antidotes to the technical and adaptive challenges facing organizations. The principles-based approach considers organizations as non-linear because systems involving people are not one directional. This is opposed to the linear way of thinking under the pedantic rules approach. Organizations should integrate these two approaches in developing corporate governance frameworks and implementing OD interventions in order to ensure the following outcomes:

- Fact-based decision making and problem solving;
- Advance organizational renewal, facilitate learning and development;
- Enhance profitability, competitiveness and sustainability;
- Strengthen system and process improvement; and
- Support adaptation to change

Through renewed thinking, organizations become highly sensitive to change while maintaining focus on the overall strategic intent of the organization. The OD values are essential in reinforcing value-driving principles and decisions and upholding to the fiduciary responsibilities across individual members.

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Blind Success: Why Successful Leaders need Coaches

by: Nicole M. Heimann
This article has originally been published in German on Moneycab.com on November 22, 2017.

"The one thing that people are never good at is seeing themselves as others see them," Eric Schmidt, former CEO of Google, explains in an interview. What he is hinting at is only natural and entirely human. We experience our lives through our own set of eyes, with our own thoughts, and move from point A to point B with our own bodies. When it comes to self-reflection, we are wired to be slightly flawed, especially given our busy lives and endless distractions. Although he was already a well-established CEO, the moment Eric Schmidt realized he needed a coach was the moment he understood the added value of new perspectives. Having a coach gave him a chance to see himself differently, from an outsider's point of view. Similarly, in a 2013 TED talk, Bill Gates kicked off his speech by encouraging the audience to get a coach: "We all need people who will give us feedback. That's how we improve."

A growing number of successful senior executives are starting to see that it is important to be coached, regardless of their prosperity, victories and of the fact that they are well-established. The world's most famous athletes, singer and even coaches have coaches. So how exactly does coaching benefit those who have already made it to the top?

A Successful Leader's Individual Blindness

Imagine yourself in the following situation: you are the CEO of a successful multinational, you have been reaching all of your targets outstandingly, your team is driven and financially-speaking your company is doing extremely well. You've made it to the top. Then suddenly, the President of your board suggests that you get a coach. *What would your first reaction be?* The suggestion probably seems counter-intuitive. But basking in glory can often get a person stuck in comfort.

It's easy for any successful leader to thrive on their habits. After all, it's how they got to be where they are today. But who is to say that those habits are at their full capacity? Following Bill Gates and Eric Schmidt's logic, habits are blinding; it's imperative to receive feedback from an outsider's perspective. Often times, success can be an isolating experience. What's more, the isolation that comes from being successful generally goes unnoticed. With no one to turn to for feedback while simultaneously giving feedback to their employees, successful leaders can easily lose sight of their actions (and reactions).

An article published on the McKinsey & Company website explains that: "Leaders often seem to believe that change is for other people." McKinsey & Co. advocate the importance of 'leader standard work', a way in which to keep track of what's happening in the company and draw inspiration from little pockets of excellence. This allows leaders to begin their process of self-reflection, but also to create a comprehensive and regular feedback loop. In another article by Marshall Goldsmith and Howard Morgan on 'leadership as a contact sport', the authors affirm the fact that leaders who regularly ask for input generally become much more effective. Leaders who don't follow up are not necessarily bad leaders, they are just not seen as getting better.

In the end, self-reflection, feedback and challenging oneself to step out of one's comfort zone for the sake of continuous growth are the key reasons successful leaders will hire a coach. But if these elements are important on the individual level, they will be just as important on the collective level.

Corporate Governance's Collective Blindness

Taking into consideration that the board of directors, the CEO and the management team work hand in hand, it's no surprise that – if one senior executive doesn't think coaching is necessary for successful people – this attitude can be contagious. Collective blindness can seep into corporate governance. Once again, it is a matter of perception. Just as the individual executive can become isolated by success and no longer see themselves from a different perspective, the leadership alliance can spend years 'assuming' they are doing well without really confronting each other. Perception is everything.

An extensive study done by the international Executive Search Boutique Roy Hitchman AG in cooperation with the Schweizerische Handelszeitung on Corporate Governance supports this notion.

First comes introspection: the board of directors and the management team both judge their ability to self-reflect relatively highly. However, there is a gap between how the management team and how the operational management perceive each other. 22.8% of the operational management think that the management team have a limited capacity to self-reflect. So, how much of the management team was ready to admit or even conscious of this need for improvement? The study found that only 6% of the entire management team rated their ability to self-reflect as low; the general consensus was that they were an introspective corporate governance body.

Then comes trust. The study found that 93% of the board of directors believes there is a very good trusting relationship between the board and the CEO. However, from the perspective of the management team, 24% rated this trusting relationship as merely acceptable and 3% of them claimed that there is no trusting relationship at all. The operational team had even more of a negative outlook on the relationship between the board of directors and the CEO. With 45% rating the trusting relationship as merely acceptable and 8% claiming that there is no trusting relationship, it's astonishing to see just how deep the lack of perspective runs in corporate governance.

As stated in the study, it is alarming that almost half of the board of directors and management team who took part in the research don't go through an annual self-assessment. In fact, only 20% of all the boards interviewed in the entire study actively engage in self-assessment at all. This shows just how prevalent isolation can be in power structures such as the leadership alliance, making it difficult to see the benefit of bottom-up feedback.

It is not surprising that only about 65% of the management team members see the added value of the board, and that 14% of them received little or no added value from the board of directors at all. Once again, the board sees things differently: more than 94% of the boards rated their added value to the management team as high to very high.

Perception goes both ways. What matters the most is not necessarily how successful leaders see themselves, but how they are being seen. In the end, the way in which they are perceived directly influences the operational management team in terms of leadership, mindset, passion and motivation.

What Got You Here Won't Get You There

Leadership is a complex social position to be in. Many people end up in leadership positions thanks to their technical or practical skills. However, once they find themselves in these positions, they have to enable others to adopt the same skills. The skill-set that they were once used to suddenly changes, which means their attitude has to change as well. The power complex switches from achieving through doing it myself to achieving through enabling others to do it. It changes from tasks to conversations. That's when success becomes blurred. A leader may be successful at what they do, but constantly need to reevaluate the way in which they are delegating their talents to encourage other people's growth in their company.

Nicole Heimann & Partners offers a Leadership Alliance Coaching Program that coaches the corporate governance body of an organisation (the board of directors, CEOs and management team). It's a program for successful leaders who are guaranteed continuous development and a preservation of their success. Individually, successful executives will avoid isolation by having a coach but more importantly, the entire leadership alliance can foster a relationship of healthy feedback loops so that they support each other in providing new perspectives. The Leadership Alliance Coaching Program closes the gap between how the leadership alliance sees themselves and how others see them.

Already-successful leaders hire a coach to protect them from the blindness success can bring them; from getting too comfortable. Continuous coaching means continuous development. Having a coach can allow an already-successful executive to unblock him or herself and embrace change, regardless of the challenges it will bring. It paves the way for long-term thinking rather than short-term fixing. And last but not least, it fosters self-reflection.

Leadership Alliances by Nicole Heimann & Partners AG

Nicole Heimann & Partners AG specializes in professional coaching for top level, high-performance individuals and teams with the aim of establishing successful and sustainable Leadership Alliances in companies. Nicole Heimann & Partners AG guarantees tangible and measurable results.

Author: *Nicole Heimann holds multiple certifications and training qualifications, all of which are recognized by the ICF (International Coaching Federation) and which testify to her commitment to consistently deliver coaching of the highest quality.*

STRATEGY
CONTINUITY

Sustaining Continuity: Strategic Approaches to Support Disruptive Business Models

by: Justine Chinoperekweyi

Scores of organizations have achieved phenomenal results in the midst of disruptive changes. *How do firms sustain continuity (stability) in the face of disruptions?*

The content of this article was first addressed to one of the telecommunications firm in Zimbabwe on the 12th of November 2013. The primary aim of the original article was to champion transformation for growth and development in the telecommunications industry in Zimbabwe and to support systematic growth and development of business organizations in the African continent. From the evolutionary vantage point, the growth and development of organizations requires stability. However, it is not possible for a system to deal with total uncertainty and disruption. To thrive in the highly competitive and disruptive business environment, organizations should engage in wild innovations. Innovation, planned change, and stability are essential agendas to support organizations in the face of disruption.

Management innovation is a strategic and operational imperative to support disruptive business models and revolutionize the entire business environment. Management innovation exhibits management's propensity to enhance business growth and sustainability through the adoption of proactive rather than reactive methodologies to resolving the complex organizational issues. The adoption of the proactive methodologies should be supported by a constant monitoring of the implementation process to ensure highest levels of distinctiveness-towards revolutionizing operations and as such leading transformation, growth and development.

What are some of the basic highlights that the modern organizations need to prioritize in order to enhance market presence and as such reinforce the organization's unique selling point? In 2013, I proposed the following fundamentals to enhancing competitive positioning in the business environment. I strongly believe these highlights are still applicable today and in the future. My book titled, *Corporate Governance in Banking: Nuggets from Canada, Georgia, Germany, U.K., and Zimbabwe;* explains some of the methods of optimal solutions for organizations to thrive.

1. Reality Assessment

There is some level of reality that is prevailing in every business, sector or economy that the existing players are not willing to accept and embrace. Wishful thinking, denial and other forms of avoiding reality are deeply embedded in most organizational cultures.

In view of Critical Management Studies (CMS), it is vital that management clearly identifies the tools, practices and behaviors that will distinguish the organization's operations and activities from other players. This demands acceptance of the existing reality and the adoption of interventions targeted at boldly addressing the critical business issues. Reality assessment requires the effective implementation of organizational diagnostic and dialogic methodologies. It also requires the application of developmental theories based on smart consideration of the underlying assumptions. This is essential in the organization's pursuit of relentless innovation.

The pursuit of relentless innovation based on reality checks should be guided by the core elements of CMS: de-naturalization, reflexivity, and (non)-performative element. De-naturalization involves "uncovering the alternatives that have been effaced by management knowledge and practice." Reality assessment shows that things may not be as they appear. In CMS, reflexivity involves intense reflexions about the reality assessment epistemological, ontological, and methodological stances. The (non)-performative element involves avoidance of knowledge creation that is driven by instrumental efficacy and the efficiency-exclusive concerns that are commonplace in the realms of management. Effective reality assessment should strive to deliberately avoid the methodological monism stance, that is, the insistence on using a single assessment method. This therefore involves the adoption of the methodological pluralism stance, either the cumulative or complementary stance.

2.   *Clarity of the Business Model*

Based on the reality assessment, an organization needs to clearly define its business model (manufacturing and distribution) in order to gain a comprehensive and realistic understanding of how to engage in its business activities. The business model must clearly show how to tie together the financial targets, the external realities and the internal activities (strategy, operations, selection and development, organizational processes and structure). A sustainable business model can only be ensured by clearly seeking to understand the business models of the current players (competitor analysis) and as such become distinctive with a greater measure. Considering the current business revolutions or disruptions, organizations need to prioritize the following qualities on those in its leadership circles: circular visioning, business acumen and a refusal to take things for granted. Business acumen ensures the business model is in your minds and you understand all of its components and what differentiates it from the current service offering. To survive in the current business environment, organizations need to emphasize on the fact that the paranoid survive. A heightened state of organizational alertness is crucial to sustainability. Organizations need to extensively debate and harmonize its external environment and financial targets with its internal environment through "iteration".

The principles of the Actor-Network Theory (ANT) and the Socio-Technical Systems (STS) should be adopted in developing a sustainable business model. The ANT approach brings together human and material factors in the same analytical way. It therefore rejects sundering of human and non-human, social and technical elements. This approach helps in understanding the emergence of networks and the interactions among the actors in the process. In view of the increased reliance on Artificial Intelligence (AI) and the complex organizational work designs, STS recognizes the complex interaction between humans, machines, and the environmental aspects of the work system. The development of the business model should therefore be founded on these interactions.

Organizations that consider OD as a strategic imperative have the capacity to resolve complex organizational issues such as cultural change, introducing new systems or processes, determining the organization's mission and values, and enhancing leadership and employee engagement.

The field of OD is critical to business success and strategy through widespread learning, engagement and constant inquiry that enhances the organization's capacity to deal with prevalent mega-disruptions, and eventually thrive. It also supports the application of discovery and prediction techniques to further the achievement of organizational goals. The challenges that businesses face require the proactive adoption and application of analytical models and expertise.

3.   Intelligence Agents Training

In view of the principal-agent problem, the organization's agents (employees) need to identify with the brand rather than be merely motivated by financial gains. The principles of Organization Citizenship Behaviour should inform this element. As such effort need should be put in place to ensure high levels of customer service as employees willingly donate discretionary effort. Employees as agents need to be the real ambassadors of the organization. Organizations should strive to ensure commitment rather than compliance amongst all stakeholders. Motivate those you are to engage to do their utmost best through some promotional activities that will not only move but shake the market. Strive to deliver training programs that are differentiated and relevant to different work groups and individuals. Organizations need to enable on-the-job application of experiential learning.

Ground level intelligence fuels organization agility through enhanced proactive capacity. Develop ground level intelligence, that is, an organization need to get detailed, up to date and unfiltered information quickly through its agents and service ambassadors. Granular understanding should be a key priority as it informs the proactive methodologies to business growth and market engagement. This should be facilitated through ensuring 360° feedback is woven across all development activities.

The cultivation of thought leadership and collaboration tendencies among employees should be top priority. Front line staff and agents need to have the boldness and fearlessness to know what would cause customer's revenues and profits to increase and as such seek ways to contribute to that growth over the short to long term-towards driving business growth. Ensure your front-line staff and agents are thought leaders and collaborators both with the customers and market wide stakeholders.

These elements of intelligence employee training require a holistic and structured framework for developing talent. The framework should be supported by an inventory of current talent and a clear definition of the skills, behaviors, and experiences of employees.

4.   Functionalities Enhancement

The manufacturing model of every business should be enhanced at all cost. The functionalities that the service/product will be providing should provide holistic benefits to the market and the business. In a majority of business cases, functions are offered that benefit only the organization or a certain niche market without due consideration of the total market benefits and returns. The market today has become very knowledgeable, reactive and highly sensitive to market information. The same service that you might be offering can be obtained from another service provider. How then do you distinguish your business and sustain competitive advantage? The product/service functionalities should be context specific meaning the vendors of your service should fully engage with the market and offer services in response to market demands.

5.   Internal Resource Engagement

The success of any market offering rests on its support staff. This is in line with the philosophical saying: as within, so without. Ensure commitment from staff at all levels. Engage every staff member and consider their inputs. Ensure staff and management intensity, that is, a deep immersion in the operational details of the business.

Sustainable growth cannot be achieved by a series of short term actions. Real value can only be created by the hard work of dedicated, motivated employees that develop innovative products and service, establish intimate customer relationships and build the organization over an extended period of time. There is a tendency by most organizations to focus on maximizing shareholder value often neglecting customers. Organizations must invest in R&D, market development and future growth opportunities. Furthermore, enhance the organization's ability to build employee loyalty. This demands effective communication and being accountable. Delegation need to be appropriate. According to an article by Ann Baret, internal resource engagement involves the following components: understanding of expectations, understanding responsibilities, driving organization cohesiveness, and fostering effective communication.

6.   Communication Effectiveness

Conversations drive organizational sustainability. There is power in directly and explicitly communicating the benefits of service/product being offered. Though more services are being automated personal interaction need to be promoted through highly trained personnel.

7.   Be Mission Driven

Mission driven companies create more shareholder value than do financially driven firms. A sense of purpose drives companies to realize their potential. It is the organization's raison detre that animates employees and inspires them to turn purpose into reality. If an organization pursues its mission in a consistent and unrelenting manner it will create shareholder value and enhance market presence.

8.   Embrace Spirituality

Commit all your plans to the Lord and you will be successful. In view of complexity science, it is evident that the corporate journey is not going to be smooth. The business operating environment is increasingly becoming volatile, uncertain, complex, and ambiguous; change is therefore constant. Competition will always be intense. Organizations should always remember to embrace spiritual values.

The book 'Corporate Governance in Banking: Nuggets from Canada, Georgia, Germany, U.K., and Zimbabwe' explains the methods of optimal solutions. These methods support the evolution and disruption models with a view to achieving organizational effectiveness as a result of effectively managing and controlling the technical and adaptive challenges prevalent in dynamic systems. These methods include Risk Governance, Decision Support Systems, HR Management Systems, Performance Measurement, Organizational Learning, Management Innovation, and Corporate Meetings Alignment.

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CAREER DEVELOPMENT

CAREER FORESIGHT

Career Foresight: Reframing Career Development for the 21st Century

by: Yvette Montero Salvatico and Frank Spencer

Strategic Foresight and its most common tool scenario planning have been used successfully at the corporate planning level for decades, the most famous example being that of the energy and petrochemical giant, Shell. During the oil crisis of the late 1960's, Shell altered its strategy and successfully propelled itself to the top of the industry, a move accredited to the use of scenario planning. Today, many other organizations like Intel, Ford and Disney have joined Shell and employ futurists to leverage foresight tools for organization-wide strategy development and innovation.

Yet the power of foresight lies not primarily in its tools and methods but in its ability to alter perspectives. For this reason, Strategic Foresight is the key to reframing our outdated, Industrial Age processes that are no longer effective in our Postnormal environment. One such antiquated process is Career Development. Organizational career development began in the 1960's but the practice of career counseling can be traced back to as early as 1890. It should be no surprise then why this relic from the 19th century is unable to keep pace with our 21stcentury world. What is needed today is Career Foresight – an ongoing process that allows us to translate the weak signals in our external environment into multiple patterns and narratives, revealing hidden opportunities and uncovering potential threats.

Strategic Foresight is a discipline, but it's actually best served as a philosophy running in the background and supporting all of your decision-making and actions (think operating system versus just another "app"). Similarly, we should not relegate our career development efforts to an isolated, annual exercise. This continual planning process is what we call Natural Foresight® and it includes the following steps: **Discover, Explore, Map and Create**.

Discover: Examine Your Biases and Assumptions

We all have a natural filter for information. It's what keeps us sane in a world that is constantly bombarding our senses with data. Unfortunately, in an environment of volatile change (that we live in each day) this filtration system can be our worst enemy, leading us to unconsciously discount new opportunities if they don't exactly line up with our current perspectives.

One way to address this natural human limitation which causes us to filter out data that does not coincide with our values is to discover what those values are. More specifically, individuals can use Narrative Transformation (a foresight tool based on the Causal Layered Analysis method) to uncover their current story – from the more obvious "plot" elements like educational accomplishments and work experience to the unspoken images that define how we view the world. It is through this process that we can begin to open our minds to new opportunities that the future has to offer.

Chart the course to your own *best future*

Explore: Scan the External Environment to Uncover Hidden Opportunities

Once we've addressed our ability to accept new information, we can begin to scan the external environment for trends and emerging issues that will shape our future career options and pathways. Scanning allows us to explore and interpret both our internal and external environments in order to better understand how emerging issues will impact us in the future.

The extent to which we are able to scan across the three environments of Strategic Foresight (Micro, Meta and Macro) will determine our ability to seize untapped opportunities while simultaneously preparing for disruptors.

Macro Environment

Foresight efforts begin in this most external arena where broad drivers of change first emerge. Exploring trends and weak signals in the Macro Environment, across society, technology, the environment, economics and politics (STEEP) ensures we do not become insulated in our subject-matter expertise and prevents us from being blindsided by changes originating from outside our marketplace. In the volatile and uncertain landscape of the 21st century, disruptors will likely not come from your industry but, instead, from competitive spaces you aren't even considering today. Think about Kodak and Polaroid. Would they have guessed that phones would usurp them?

Meta Environment

The next level of environmental scanning for personal futures includes our key stakeholders, networks and connections. In this Meta realm, we consider our peers, co-workers, family members, mentors, advisors and advocates. The diversity of this web of influence will directly impact our ability to create an adaptive, resilient and transformative future. As our capacity to connect seamlessly to others across the globe increases and the shelf life of information decreases, we are quickly entering an age where reputation will trump certification. Rather than relying on traditional formal education, we must leverage open learning; instead of rote memorization, we need to perfect the skill of 'googling'; and instead of using social media to share cat videos, we need to embrace it as the new way to connect and get work done.

Micro Environment

The final environment is the most personal. The Micro Environment includes our values, assumptions, biases and worldviews. This level is also often called your "Focal Issue." Here we consider your internal perspectives and views about the future while exploring your "personal DNA." Unlocking our core passions allows us to reach our higher order purpose. In the same way that organizations remain true to themselves while striving for growth, we, too, can uncover those elements that make us who we are while transforming them to new heights.

Map: Develop Future Scenarios and Innovations Based on Today's Trends

As Shell and others have demonstrated, scenarios are an incredibly powerful tool due to their ability to immerse an organization into future probabilities, possibilities and aspirational outcomes. These stories allow them to assess the validity, robustness and future-readiness of their current strategies, while also uncovering new ideas, products and models that they would have otherwise missed. These same benefits emerge when scenarios are applied to career foresight.

Traditional Career Development methods fail for the same reasons that our mainstay financial and strategic planning methods do – they assume that the future will be a linear extrapolation of the past. Not only is this inaccurate, it's also dangerous. By attempting to forecast the future in a linear manner we create an "official future" mindset that leaves us blind to outside opportunities and threats. Instead, we must create several divergent narratives that will allow us to be successful no matter what future emerges.

Create: Design and Execute Specific Action Plans

Thinking about the future without taking action is a fruitless effort, so the Natural Foresight method includes tools to design, test and execute our strategies. One example is backcasting. When we attempt to advance toward the future from where we are today, it can be very difficult. Not only do we tend to believe that the future will be a simple extrapolation of what we see today, but we have a hard time imagining a future that is more than a few years away. This can be problematic, stopping us from understanding how we might actually achieve true transformation or any version of our goals and aspirations. Backcasting is a powerful tool that begins with those aspirations and works backwards, detailing the physical and strategic milestones that must be implemented in order to reach our preferred future outcomes. In this way, disbelief about the future is suspended, and strategic vision and design around those goals can be explored as if the goal has already been achieved.

Begin Creating Your Future Today!

While it's impossible to distill a discipline that's been in use for over 40 years in a blog post, there are ways you can begin to create your future today using foresight.

1.   Challenge Assumptions and Old Ways of Thinking – If you think an idea is ridiculous, ask yourself "why?!"

2.   Start from the Outside In – Subscribe to three magazines you would normally never pick up and read them cover to cover for a year.

3.   Think in Simultaneous Multiples – Forget about the "career ladder" or even the "lattice," and sketch out three or more divergent stories about possible futures for yourself (personal or professional) over the next 10 years.

4.   Pull Yourself to the Future – While it's important to remain aware of the trends that will "push" us into the future, we often forget about the other end of the spectrum, the "pull" of the future which allows us to visualize our aspirations and create a map to them, regardless of what threats may emerge.

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About TFS: The Futures School is a three-day immersive, hands-on and project-based program that leverages the principles of Strategic Foresight with uniform models that result in an integrated system to support strategy creation, change management, knowledge transfer, internal performance, leadership and talent development, innovation and organizational transformation for continued success and growth despite challenging market environments.

Service Strategy Design: Transforming Service Management into a Strategic Asset

by: Justine Chinoperekweyi

Most business processes are in chaos, that is, they are disorganized and unordered. The level of chaos is more pronounced when dealing with service processes. It is against this understanding that the governance and management of service processes should prioritize the development of a service strategy that is all-encompassing, structured and aligned to the overall business intent. Collaboration between different functions is a prerequisite to the process of service strategy development in order to ensure sound implementation of the service strategy as determined by organization's enhanced capacity to self-organize and adapt. The service strategy should show how the organization will transform service management from an organizational capability into a strategic asset, and to think and act in a strategic manner. As a result of reliance on automated processes, business today involves a multiplicity of services, systems or processes, hence the need for the unified engineering methodology to the development and implementation of the service strategy.

How does OD inform service strategy design? The adoption of organization development methodologies and interventions support the effectiveness of service strategy development through diagnosis, action research, whole system thinking and action planning. These processes starts with clearly understanding unmet and emergent customer needs (*design thinking*), and from that vantage point emerges innovation which leads to improvements in the service strategy. This can also be achieved through intense diagnosis and critical evaluation of the service portfolio.

A service strategy helps to clarify the relationships between the different components of the organization and the business models, strategies or objectives they support. Organizations should strive to offer consistent service in order to earn and sustain customer or stakeholder loyalty and trust. The corporate governance function should be strategic in the service strategy development and implementation process in order to sustain organizational life.

It is paramount that the service strategy should prioritize enhancing the customer relationship and experiences. The corporate activities should promise active customer engagement in order to make informed decisions regarding service portfolio improvements. This is achieved and monitored through the customer relationship management (CRM) function of the organization's service strategy. The elimination of conflict of interests between directors, managers, and other stakeholders should be at the center of the service strategy development and implementation.

This is because the existence of friction and conflict between these stakeholders limits effective development and implementation of the service strategy. There is an urgent need for organizations to leverage on technology for efficiency and convenience in service delivery. The 2017 Retail Banking Trends and Predictions report sponsored by Kony Inc., surveyed over 500 financial institutions globally and identified the top three priorities for banks as improving the digital experience, enhancing data analytic capabilities, and finding ways to reduce costs. These priorities should be integrated in all organizations' service strategy in order to ensure profitability and sustainability.

There is an increasing peril of disruptions in the business environment, hence the need for organizations to take more explicit strategic decisions regarding the service portfolios. The need for a truly differentiated service strategy cannot be overemphasized given the new technological developments and the increase of global technological companies with disruptive business models. A holistic core strategic choice for existing and upcoming organizations involves focusing on *"manufacturing"* (creating new products) and on *"distribution"* (managing service delivery channels and customer relationships). The choice of the hybrid of the two is determined by the relative strength in individual *products, customer segments and internal capabilities.* Corporate leaders should invest time to strengthen these three areas in service processes and operations in order to enhance the capacity for sustainable competitive advantage.

The **manufacturing strategy** aims to build world-class solutions for specific product needs and client segments. This demands intense and flexible product leadership and technological capabilities at organizational level. Organizations can outsource external vendors to perform some of the manufacturing processes. The need for board and management commitment when outsourcing service functions is essential to effectiveness and to minimize the agency-problem. Service outsourcing is a key corporate governance function as it requires extensive strategic assessment, financial evaluation and a true commitment to cooperative relationships with vendors. However, outsourcing creates opportunities for managers to further their self-interests through self-dealing transactions at the expense of the organization. The outsourcing-induced self-dealing transactions that lead to agency problems include the 'padding' of budget requests during the assessment and evaluation stage and eventual transitioning to outsourced services. These transactions negatively affect the organization's liquidity and viability as they increase agency costs.

The **distribution model** offers a full product suite, tailored to particular industry or customer profiles with a combination white-label solutions and partnerships with other services providers. This model demands customer analytics, strong customer relationships, simple channels, and economies of scope. The distribution model is at the centre of the service encounter due to the interaction between the customer and the service or products from the manufacturing model. In view of the mutually exclusive relationship between the manufacturing and distribution models, the board should play an oversight role in both manufacturing and distribution strategies. This is achieved through the synergizing and linkage building roles of the board and senior leaders in an organization.

Sustainability is a key measure of organizational effectiveness. To achieve the sustainability objective, sound governance of service processes is a necessity. There are five areas that should be considered as key to the effectiveness of the governance process:

1.   Stakeholder engagement – organizations should engage all its stakeholders in order to make effective service strategy decisions. It is the responsibility of the board to ensure effective stakeholder engagement.

2.   Clear definition of all the organization's service portfolio. The service portfolio should cover the three main categories of services:

> **Service pipeline** – these are proposed services or the services under development. These services determine the strategic direction of the enterprise and must be aligned with the process and service visualization techniques that should be embedded in the manufacturing model.

> **Service catalogue** – this include the organization's live or available services for deployment. The service catalogue determines service encounter and the Key Performance Indicators (KPIs), hence its connection to the distribution model. These services are integrated in the digital performance dashboard for continuous monitoring and operational excellence.

> **Retired services** – these are decommissioned services. The reasons for decommissioning certain services should inform and guide the development and implementation of the distribution and manufacturing strategies in order to ensure service excellence.

3. Critical analysis of the service portfolio in order to find the perspectives, plans, patterns and positions. This act of critical analysis of the organization's value proposition helps the board and senior management in making informed strategic decisions regarding the organization's service processes and initiatives. There are three strategic categories of service investments:

> **Run The Business (RTB)** – this is centered on maintaining the status quo on service operations. This is benchmarked on operational efficiency through key business processes and enabling technologies. This focuses primarily on the service catalogue and the organization's position of being 'suppliers' rather than 'orchestrators'. The manufacturing model under the RTB lacks service innovation capabilities; hence organizations that dwell on this category of service investment will not survive for long in the current dynamic and competitive business environment.

> **Grow The Business (GTB)** – intended to grow the organization's scope of services. This calls for better understanding of the customers, competitors, markets and new product development. It also encompasses risk resilience, and constantly updating the service pipeline category of the service portfolio. The Evolution business model drives the Grow The Business (GTB) service investments.

> **Transform The Business (TTB)** – encompasses moving into new market spaces, for example, through the blue ocean strategy. This requires investments in service transformation planning, through the hybrid of manufacturing and distribution strategies. It involves being orchestrators of the services. The Disruption business model primarily drives the Transform The Business (TTB) service investment.

4. Approval of service portfolio by the board. Empirical studies suggest that there are six outcomes from the service authorization process: Renew, Replace, Retain, Refactor, Retire, Rationalize.

The board should be actively involved in the formulation of the service strategy based on the innovation process and customer needs assessments. This process will involve exploration, creation, and reflection on the service package. The whole process demands decision engineering techniques in order to make informed decisions. A service package is a bundle of goods and services provided by an organization. The features of the service package influences consumer behavior about service delivery, hence it is a key factor in enhancing the service encounter. The organization's service package should be well-thought out and streamlined in order to create competitive advantage. The service package includes:

> **Supporting Facility** – the structure or physical resources to support service delivery. The supporting facility is closely connected to the manufacturing model.

> **Facilitating Goods** – the goods that are used to ensure service delivery. It encompasses the material that is consumed by the customer or items provided by the consumers. Facilitating goods supports the manufacturing and distribution model of the organization.

> **Information** – data provided by the customer to enable efficient and customized service delivery. The information element is essential for operational excellence at both the manufacturing and distribution stages of service delivery. Information is the life blood of organizational success.

> **Explicit Service** – these are the benefits that the customer quickly notices by the senses and are based on the intrinsic or essential features of the service.

> **Implicit Services** – these are psychological benefits or extrinsic features which the consumer may sense only vaguely.

5.   Implementation and monitoring are essential in the process of service strategy design. The adoption of process measurement and project management methodologies is crucial to the effectiveness of the implementation of the service strategy.

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CHANGE MANAGEMENT

SUSTAINABILITY

Change Management: Approaches to Sustaining Change Initiatives

by: Liovic M. Sanchez

Frederick Taylor, who is known to be the father of Scientific Management published *"The Principles of Scientific Management"* in 1909. The principles were developed to optimize and simplify jobs while increasing productivity and advancing cooperation among work groups and managers. By reviewing the idea of Scientific Management, it is evident and quite simple to understand that the primary objective of the business is profitability. This objective is mainly enabled by committed, engaged, and innovative employees. As such the attainment of shareholder wealth maximization objective in the turbulent business environment requires brilliant strategies that lead the company to the crest. The basic principles of Scientific Management such as replacing working by "rule of thumb", matching the workers to the jobs, monitoring performance and allocation of work among employees are influenced by dynamics that affects organizations; hence the need for effective organizational change management.

According to Nickols (2016) managing change refers to "the process of making organizational changes in a planned and systematic fashion" by which the effective implementation of new methods and systems is the main aim in an ongoing organization.

The single most important element of successful business management today is known as **Change** (Heller, 2008). Change is the new constant in modern organizations. This means, that to remain competitive in the market; individuals, work groups and the entire organization must adopt proactive and positive attitude towards change.
The development and implementation of change management methodologies and systems is mainly triggered by internal and external factors that create disruptive changes to the business.

Factors Affecting Effective Change Management
1.   *Leadership Style*
Leaders and managers are important in developing the skills and perspectives that facilitate the accomplishment of organizational work. Jurevicius (2013) stated that leadership style represents the techniques and ways of managing the company. The actions of leaders are very essential to the motivational level of employees. An autocratic leader has an ideal mindset about rapid production that increases sales and profit; however, such leadership style if inappropriately practiced will creates resistance from the employees. Whilst the aim is short-term, inappropriate application of authoritative leadership style creates a stressful work environment. When placed under inappropriate autocratic leadership, employees do not worry about accomplishing tasks but rather avoiding the punishment from managers.

Democratic leadership encourages and rewards the creativity of individuals. It encourages collaboration and cooperation between organizational members while the leader has the final say (Cherry, 2018). This approach facilitates effective change management and high productivity due to the empowerment, effective delegation, and participation of the employees in decision-making. When employees are given an opportunity to participate and share ideas employee motivation soars. Democratic leadership tends to focus on the motivational level of employees where they feel the sense of belongingness and satisfaction when at work. It is a fact that employees who lack motivation develop resistance which can derail any change management efforts. It is essential for those in leadership to adopt the appropriate leadership style, based on context. In organization development practice such leadership styles as Transformational Leadership, Authentic Leadership, and Appreciative Leadership produces amazing results for at individual, work group, and organizational levels.

2.   *Employee Commitment, Engagement, and Innovativeness*

People are the asset of any organization. To effectively develop and execute change initiatives, organizations should have the right staff. Staff is an internal factor that is concerned with the number, skills, and capabilities of people in an organization (Jurevicius, 2013). Effective change management demands that strategic human resource processes such as recruitment, training, motivating, career development, job design, and rewarding be instituted. "No company, small or large, can win over the long run without energized employees who believe in the firm's mission and understand how to achieve it. That's why you need to take the measure of employee engagement at least once a year through anonymous surveys in which people feel completely safe to speak their minds" (Jack and Suzy Welch, n.d).

Employee diversity and inclusivity is increasingly crucial for organizational sustainability. Competition for committed and innovative workforce is fierce in today's global economy. Workforce diversity focuses on creating a heterogeneous workforce and ensuring the workforce creates innovative products, services, and business practices that guarantee sustainability and gaining competitive advantage in the marketplace. Engaged and committed employees, through their discretionary efforts gives their firms crucial competitive advantage, plus increased productivity and lower staff turnover. Employee engagement entails the extent to which employees fully occupy themselves in their daily tasks and the strength of their commitment to the company and their roles (Chinoperekweyi, 2018).

Commitment is generally defined as "a willingness to persist in a course of action and reluctance to change plans, owing to a sense of obligation to stay the course" (Vance, 2006). It manifests itself through intentionally devoting extra time and energy to fulfill job responsibilities. The emotional component of commitment ensures people experience and express positive feelings toward an entity they work for. Commitment is also based on reason as employees consciously choose to make commitments, then they thoughtfully plan and carry out the actions that yield positive results.

3.   *Leverage of Technology and Nascent Organization Development Methodologies*

Technology has a huge impact on change management. It assists companies in managing changes in its operations. Valuable actions and business process are examined to know that the company has successfully reduced its costs. It develops multiple channels of communication. Once the organization breaks the resistance to technology, people start to like it and accept that the factor makes lives easier. The systematic and better way of production nowadays is due to technological advancement which companies need to adopt. Although, adopting new technology may find very costly, companies benefit from this especially its production and operation. Effective change management in today's complex environment demands that businesses adopt Business Intelligence (BI) methodologies and the nascent organization development methodologies that come with Artificial Intelligence.

Managing Change

Leadership, staff and technology are some of the major enablers of effective change management. Barasch, (1987) stated that change management is an approach of transitioning individuals and the organizations from the current state to the desired future state of the business which is done to fulfill the vision and strategy of the organization. Brilhart and Galanes, (2014) supported this view and stated that change management is an organizational process aimed at empowering employees to accept and embrace changes in the present situation of the business.

It is imperative for organizations to develop strategic restructuring or alignment approaches with respect to effective leadership, enhancing staff performance, and leveraging on technology. Organizations can proactively plan for what is coming and what has to be planned in managing the transition. The following are some of suggestions that help in strengthening the organization's capacity to manage change.

1.   **Determine issues and areas where change need to happen.**

Determining the organizational issues is essential to understand and develop changes in management which involves breaking down the existing situation of the organization and accepting the essentiality of change. Leadership, staff and technological issues have to be determined by a coalition and agents of change. This requires deep immersion into the issues and likely organizational changes and a clear determination of the organization's change readiness.

2.   **Select leaders of change.**

The identified issues and changes have to be analyzed to understand the root causes and the most probable impact to organizational structure considering the employees, managers and other stakeholders. Organizations must have a competent team who can assess and monitor the environment and identify any promising adjacencies that the organization can capitalize on. Change agents or leaders have to be credible and have identity and power to understand organizational restructuring and change management. According to Tanner (2018) senior leaders cannot implement the change alone; instead they need multiple stakeholders who are willing to take part in the process.

3.   **Communicate changes.**

The change messages have to be communicated to the entire business organization compelling why the current ways of doing things must not continue. Key success indicators such as sales figures, financial results and customer satisfaction give an idea of why changes have to happen in the organization. This stage is known to be the critical stage as resistance of the employees and other stakeholders is evoked and different reactions arise. Communicating change is easy if the organization precisely identified the reasons of changes. The impact of change on all stakeholders is something that needs to be effectively evaluated and planned. Some stakeholders will address, accept, and embrace the changes however; some might reject or be reluctant to accept change. Hence, effective communication is a tool to develop successful change.

4.   **Implement the change.**

It takes time to embrace changes in the organization. This normally happens when people begins and tries to solve their self-resistance and uncertainties. It normally takes time for the employees to accept or adhere to new systems, style, or structure. However, organizations should spend time, effort and money to sustain the change thus, it has to be implemented. Once the uncertainties are identified and team agents/leaders are developed, organization can immediately start to implement the change interventions. Organizations have to strongly take part on the transition of change to people to reduce resistance. Organizations may develop techniques that will benefit the employees and will convince them and embrace new direction and participate actively in the change. Employee training, communicating performance management systems, and reviewing compensation policies may give second thought to employees for them to accept the changes. This is quite usual to restructuring organizations and managing change.

Sustaining the Change Efforts

Shaping the changes in the organization is the most significant part of organizational change management. People must understand the culture of change and has to build it as part of their lives and embrace new ways of working. The implemented change must be anchored to the culture of the organization having an idea of what could support the change. This enables also to identify the barriers in keep going and sustaining the change.

In developing ways to sustain the change, the following will be helpful;

•   Leadership support must be ensured
•   Rewards systems have to be developed for all the employees to eliminate the barriers and increase motivational levels of the employees
•   Design and implement a feedback mechanism that will appraise the employee's performance, their perception about the changes and their needs in the future.

When sustaining the change, support and training are necessary. Management without support fails to sustain the change that leads to malfunctions of operations and systems that creates new strategic internal issues.

Useful Resources

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Risk Management: Core to Performance

by: Justine Chinoperekweyi

Risk management is a core function of contemporary institutions because organizations as complex adaptive systems are not easily controllable. Businesses need to adopt sound corporate governance as a roadmap to ensuring that risks are understood, managed, and properly communicated. The proper identification and comprehensive management of risk should be at the centre of any risk governance standards. Based on the complexity and volatility of the business operating environment, the governance standards in modern organizations should place sufficient emphasis on ex ante identification of risk as a prerequisite for building high performance organizations. Organizations should ensure adequate strategic, compliance, innovation and operational risk management in addition to giving due consideration to both financial and non-financial risks that are prevalent in the business environment.

Corporate leaders play an essential role in reviewing and guiding corporate policy and ensuring the implementation of appropriate risk management systems in an organization. It is the responsibility of corporate leaders to set the risk policy by specifying the types and degree of risk that a company is willing to accept in pursuit of its goals and the overall strategic intent. The adoption of the Fitness Landscape Theory principles is essential in guiding risk management through discovery of new insights and understanding about the interrelationships between internal characteristics and the external environment of businesses.

The Global Financial Crisis 2008/09 emanated from a widespread failure of risk management, primarily because risk was not managed on an enterprise-wide basis and was not adjusted to corporate strategy. To ensure organizational effectiveness, organizations should therefore adopt sound corporate governance principles. This demands the implementation of risk management on an enterprise-wide basis; hence the board should be actively engaged in establishing and overseeing the overall risk management structure of an organization. The Global Financial crisis exposed a number of risk governance weaknesses in major institutions, relating to the roles and responsibilities of corporate boards, the firm-wide risk management function, and the independent assessment of risk.

Strategic transformational planning is essential in ensuring effective risk management and making critical decisions. This is because strategic transformational planning helps an organization to modify its business processes through adjusting policies, procedures and processes to minimize strategic, innovation, operational and other risks.

Effective strategic transformational planning supports effective risk management through the determination of an organization's corporate governance structure. Strategic transformational planning supports effective risk management through its focus on the following organizational dimensions: standardization, sophistication, structure, systemization, superiority, commitment, comprehensiveness, significance, and suppleness of the overall planning process and programmes. These dimensions are in line with the Enterprise-wide Risk Management approach and are essential methods of optimal solutions in contemporary organizations. The essence of strategic transformational planning and risk management is to ensure organizational effectiveness, mitigation of conflicts of interest, and proper accountability of the organization to all stakeholders.

Risk management is defined as the identification, assessment, and prioritization of risks. The ISO31000 defines risk management as the effect of uncertainty on objectives (whether positive or negative) followed by coordinated and economical application of resources to minimize, monitor and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities.

Risk management is an integral pillar to organizational effectiveness as it drives organizational stability and solvency. Risk is inevitable in dynamic systems, as a result of the chaos characteristics of the modern organization. Most organizations and systems are highly disorganized and unordered, that is they are always in chaos. To ensure organizational effectiveness, the implementation of a risk management approach that identifies, assesses, analyzes, mitigates, monitors and report financial and non-financial risks is a necessity. The risk governance framework should comprehensively define the responsibilities of the board, C-suites, management and other employees. These responsibilities include: monitoring the control environment, reviewing and approving the management-developed strategy, and ensuring compliance of the institution with its legal and regulatory requirements. The risk governance methodologies should be premised on the four pillars of corporate governance, that is, accountability, fairness, transparency and responsibility. The Sarbanes Oxley Act of 2002 is an essential tool to enhancing the risk governance structure of an organization. Risk governance goes beyond mere critical study of complex, interacting networks in which choices and decisions are made. It encompasses a set of normative principles which inform all relevant actors of society on how to deal responsibly with risks.

In view of complexity science and Systems Thinking, the adoption of the Enterprise Risk Management framework is a necessity in enhancing sound corporate governance and subsequently organizational effectiveness. Organizations should focus their efforts on and beyond the four categories of business objectives: strategic, operations, reporting, and compliance. This requires the adoption of the connectivity matrix as a risk management tool in complex adaptive systems. A structured, holistic and integrative risk management approach based on Systems Thinking and Appreciative Inquiry should be adopted at all times in order to effectively identify and manage adaptations and interactions of risks. Risk convergence is essential in enhancing the risk management process and managing complexity risk in dynamic systems. This is a process of integrating different risk functions to streamline risk management. Converging risk management into an enterprise-wide framework will provide a platform to deliver the true picture of risk to the board and offers scope for significant cost saving. The 12 dimensions of the Burke-Litwin Model can be used in enhancing the risk management of modern organizations. The organizations' risk management methodologies should be strengthened by defining clearly the risk appetite and developing and updating the risk profile. This should be supported by effective risk communication strategy.

Financial Management Challenges

by: Walter Nyakanyanga

Educational institutions are the special havens for learning and development. I write this article in the context of Zimbabwe. However, the overall thesis of my submission is applicable to schools in most economies. I chose to write about schools, not because of my 15 years' experience as a School Bursar, but because the education system is foundational to inculcating essential values and leadership traits among leaners.

Financial management in Zimbabwean schools is governed by Statutory Instrument 87 of 1992. This instrument stipulates the key roles of stakeholders in schools including the need to set up the school development committees or associations. Most schools are non-profit organizations and they must manage their finances judiciously. Schools mostly rely on school fees collection as the primary source of finance and have to adhere to budget lines through close monitoring. The management of school finances is a key duty of school heads (principals) in consultation with school development committees or associations. The application of organization development principles and values is essential in addressing the increasing cases of funds embezzlement and misappropriation within schools. The poor adoption organization development principles and practices in financial management remains a key challenge in educational institutions. This article seeks to address two fundamental questions as follows: *'What are the main challenges affecting effective schools management and development?; What could be done to improve the school management activities and ensure organization effectiveness?'*

As a School Bursar with over 15 years experience I have discovered so many challenges that schools face when it comes to the management of school funds. My enrolment for the *Certificate in Organization Leadership & Development* at Centre for Organization Leadership and Development (COLD) enlightened me to view the organization from diverse perspectives hence my understanding of the challenges of financial management. The challenges highlighted in this article has been gathered using different methods of organization development enquiry. The challenges seem basic but have negatively affected not only the schools, but organizations, societies and economies. The challenges resulting from poor management of school funds are leading to increased fragmentation within the schools' structure, culture, systems, strategies, and people. Effective financial management in schools is essential to improving the quality of education. This will have a rippling effect to families, organizations, society, and economies.

The management of school finances comprises planning, controlling and implementing a financial plan, accounting, reporting and protection of assets from loss, damage and fraud. This demand inculcating essential leadership values and traits among the custodians of school funds, strong internal controls and setting robust internal audit standards. Here is a brief review of some of the financial management challenges in schools:

1.   Budgetary Control

Lack of planning affects the effectiveness of schools as it complicates reporting on achieved objectives and results. The planning process helps to develop objectives, key activities, milestones, Key Performance Indicators (KPIs), financial policies and procedures. Most schools struggle to effectively implement their budgets and this hinders or delays the schools to improve the quality of education. In most schools, budgets are not being effectively monitored to the extent that numerous budget amendments and adjustments are being done without the requisite authority's approval. In any organization, budgets serve as guides or benchmarks to financial planning and projects management. In view of the poor financial policies and procedures, most school heads and bursars are being found wanting during the audit process. It is imperative that all budget amendments and adjustments should be authorized by the relevant authorities. In Zimbabwe the office of Provincial Education Director is responsible for the authorization of budgets amendments based on cash flows rather than on accrual basis. The school development plan should inform budget management and as such minimize deviations from set targets.

2.   Deficit School Accounts

Most schools' books of accounts are running with deficit balances. Deficits interrupt or restrict operational activities. The deficit school accounts are mostly caused by lack of internal controls and as such increased misappropriation of funds and failure to adhere to financial policies and procedures when making payments.

3.   Lack of Budget Reviews.

Financial control is a fundamental aspect of effective financial management. Budgets are not being reviewed after every end of School Terms hence there will be no budgets analysis being done. Budget reviews are part of financial controls to determine any variances between planned and actual results. The determination of variances is useful as a spur to immediate remedial action if actual performance is below expectation. Budget reviews help to enhance financial control, and this is a continuous process to ensure school's resources are mobilized and distributed effectively. The process also enhances monitoring and evaluating the school's financial progress and initiating corrective action.

4.   Lack of Accountability

There is a lack of leadership accountability in school financial management. This is exhibited through the seemingly pervasive abuse of offices by school heads (principals). School heads are regarded as the accounting officers of schools and as such they use their power to 'force' bursars to release funds or make other payments without following procedures. This emanates from improper and ineffective school management and lack of stringent accounting rules and procedures. Such practices exhibit a lack of values and Values-based leadership among those in positions of authority and decision-making. Internal control systems comprise a system of procedures and methods with the objective to assure compliance with the principles of legality, transparency, efficiency, effectiveness and management economy. A good leader should conscientiously manage and execute the organization's budgeting activities among other diverse responsibilities. A competent school leader exhibits healthy human relations, trustworthy advice, commendable leadership and a two-way communication with staff. These qualities can be enhanced through Appreciative Leadership and engaging purposely in methods of enquiry.

5.   Use of Cash before Banking

The Zimbabwean economy relies mainly on cash payments and as such most schools use receipted cash before banking, which is a chargeable offence in financial management. All cash received must be banked first before being used. The digitization of school fees payments should be a top priority in most schools as a method of enhancing the financial management function.

6.   Collusive and Corrupt Conduct

There is a challenge of collusive and corrupt conduct during procurement process. This culminates as a violation of procurement procedures. Procurement is the process of purchasing goods and services. The procurement process is one major source of conflict of interest between principals and agents in an agency relationship. This is because collusion and corruption are rampant in procurement procedures. Procurement procedures, though clearly defined and communicate are not being followed in schools and this causes major financial problems for schools. The distortion of the procurement process via collusion and corrupt practices typically has a particular detrimental effect on schools. The resulting failure to achieve best value for money has a negative impact on the range and depth of services and infrastructure development within schools. An effective procurement policy promotes efficiency or the achievement of the "best value for money". This is normally achieved through a competitive bidding process. It is critical that schools protect the integrity of the procurement process, so as to maximize the resulting benefits for society. Bid rigging is the typical mechanism of collusion which leads to the predetermination of the outcome of the procurement process by the participants rather than the competitive process. To protect the integrity of the procurement process, schools need to design and implement the procurement procedure. This requires values and the right attitude among those involved in the procurement process. A bigger picture consideration when engaging in procurement processes is essential rather than self-centeredness behaviors.

7.   Mismanagement of School Projects

School projects are another secondary source of funding for schools, if properly managed and integrated into the school financial management system. In most school projects, staff takes loans of items with the idea of paying on month end, but they do not own-up their obligations.

8.   Poor Records Keeping and Management

Schools also face the challenge of failing to account for expenses incurred as a result of the absence of supporting documents (receipts) to support the expenditures incurred. Poor records management leads to difficulties in administering, developing and supervising education systems. Record keeping is a vital financial management responsibility because of the indispensable role of records and information in the operational activities of the school system. Quality performance, task accomplishment, and measurable outcomes are important responsibilities which depend on the accessibility of usable records. Without records, it is virtually impossible to determine responsibilities for actions and hold individuals accountable.

9.   Fraudulent Activities

Reports show that some School Bursars are being caught of fraudulent activities such as under receipting of fees. This is mainly a result of poor internal monitoring of the school's financial resources. Internal monitoring supervises the entire school financial management system. In most schools, the school heads oversee the budgeting, accounting and auditing functions of financial management. This multiplicity of roles performed by school heads is controversial and problematic, as the school heads can remarkably derail and decentralize governance structures by retaining control for themselves.

10.   Economic Challenges

Monetary policies and political environment are the most critical challenges in managing finances in educational institutions, e.g. the recent introduction of Nostro and Real Time Gross Settlement (RTGS) accounts by the Finance Minister (Dr. Mthuli Ncube). This is a stumbling block in the proper management of educational institutions finances. Financial reporting and budgeting is likely to be difficult in the face of such policy prescriptions.

11.   Ethics in Financial Transactions

The issue of ethics is highly compromised in schools' financial management practices. It is essential that schools' administration staff and the subordinate employees be educated with the knowledge of ethics and ethical practices. There seem to be rampant abuse of travelling and subsistence allowances by most staff in schools. Most staff abuses such benefit by always travelling in order to get allowances, that is, staff creates unnecessary journeys in order to get the allowance. There is also the challenge of discriminations between teaching and non-teaching staff. Some schools regard the teaching staff as the most important staff than other administrative staff. The issue of values and ethical practice should be ingrained in the schools' corporate culture.

School heads, teachers and non-teaching staff must go for financial management training to enhance leadership skills and proper financial management in educational institutions. A financial dashboard system should be incorporated in school financial management as part of the Performance Management System. More effort should be directed at inculcating essential OD values and leadership traits that sustain the performance of schools.

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The Centre for Organization and Leadership Development Model

by: Grace Magwani

Who we are?

The Centre for Organization Leadership & Development (COLD) is a Zimbabwe incorporated management consultancy and vocational education & training institution. We are a global learning organization that moves organizations, work teams and individuals up the ladder of growth continually. COLD is an organization leadership & development institution with a commitment to building effective organizations through training and education of individuals, teams; and restructuring or reengineering organizations for growth and sustainability.

We strive to provide thought leadership and high value organizational effectiveness consulting, competency-based education and training within the private and public sectors across the globe. COLD exist to facilitate relevant and sustainable change in organizations. The overall objective of all our initiatives and efforts is 'organizational effectiveness' as measured through a variety of metrics (financial and non-financial) in the context of a specific organization.

Our Mission: We exist to move organizations, individuals, and work teams up the ladder of growth, through education, training, restructuring or reengineering corporations. We are an organization that facilitates effective knowledge transfer to improve plans, processes, people and performance in organizations. We endeavor to offer professional courses that are relevant and transformational through our competency-based curriculum.

What we do?

We provide management consultancy, competency-based education and training (CBET) for sustainable results. We endeavor to build cultures that exceed expectations through leadership and OD. Below are the four pillars that define our core competency profile.

Centre for Organization Leadership and Development

Organization Development (OD) | Leadership Development | Strategic Planning | Education & Training
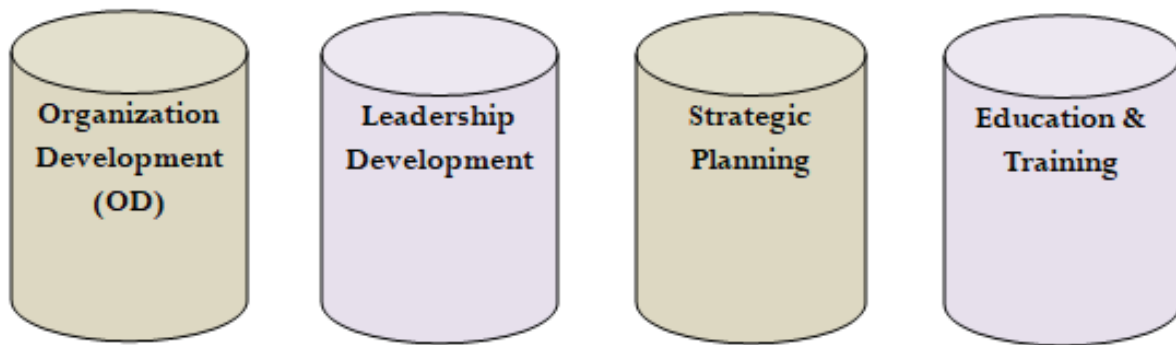
Our Approach

COLD adopts an all-inclusive coaching and consulting attitude that includes personal, behavioral, cultural and organizational factors, which together drive organizational effectiveness. We provide practical and holistic solutions to help our clients produce transformations with lasting results. The delivery of our multi-module programmes is conducted to cohorts through multi-modalities such as facilitator-led learning, online, classroom sessions, social learning, tele-classes, case studies, and action learning projects.

COLD offers in-depth, competency-based training seminars and workshops for individuals, work groups and entire business units. Our corporate training programmes are informed by our core functional areas and the courses that we offer. The focus of all our corporate training workshops is to help our clients fine-tune their expertise to the changing market trends. We apply discovery and prediction techniques before any training workshop in order to ensure relevance of our delivery. Our priority is to ensure that all our clients experience a substantial financial return on the training investment they make with us; hence our programs include concrete experience, reflective observation, abstract conceptualization, and active experimentation to deeply embed personal learning. We strive to deliver the right content to the right person in the right mode at the right time and cost, hence our commitment to the consultative approach to organization leadership and development.

Key Differentiators

There are five key differentiators of all our endeavors. The **first** is the depth of customization to each individual, work group, or organization. We achieve this customization through open-ended dialogic inquiry to elicit responses specific to each individual, work group or organization, particularly with respect to strengths and areas for improvement. **Second**, we embed the responses in the program structure and feedback. **Third**, we strive to build rapport and trust in order to create an environment conducive for learning. **Fourth**, all our actions are informed by organization development theory, practice and values. We continually advocate for the thinking and incorporation of OD theory, practice and interventions as strategic imperative for growth and development. **Fifth**, our customized method of delivery which include 360° assessment, along with other additional assessments that provide a comprehensive view of the individual, team, or organization. We deliver our multi-module programs to cohorts of 10.

Impact Assessment

We run our sessions to small groups of approximately 10 mission critical individuals per cohort. These individuals have broad spans of control hence a number of individuals are impacted indirectly by the enhanced leadership behavior and OD interventions. Our work is tied to driving organizational effectiveness. We support people, teams, and organizations to growth continually.

We assess the satisfaction of our participants and candidates at each facilitator-led session; we assess satisfaction with online learning, and the impact of the learners' behavior. Success is achieved when the participant progresses in their career. We conduct a post assessment which provides the impact of the learning, skills developed, positive financial impact to the organization, and business results post training sessions.

Organization Leadership & Development Network – Zimbabwe (OLDN – ZIM)

The OLDN-ZIM exist to facilitate leading edge insight and practice in OD through OD informed-publications, the provision of a platform for information exchange, a forum for debate on organization leadership & development issues and a network of emerging and existing OD professionals. The network promotes competency-based networking, education and collaboration in organization leadership and development.

The Organization Leadership & Development Network – Zimbabwe (OLDN-ZIM) is a platform for OD professionals, consultants, practitioners, academics, students, and social scientists to advance the theory and practice of organization development in order to transform the corporate sector. Through the provision of OD informed publications, workshops, seminars, and conferences OLDN-ZIM is a platform for information exchange, forum for debate on OD issues and a network of emerging OD practitioners. The platform will facilitate leading edge insight and practice in OD and leadership effectiveness.

Grace Magwani is the Director: Administration & Client Support at Centre for Organization Leadership and Development (COLD), and Managing Administrator of Edjust Services Education Support a social impact arm of COLD. She is also studying for the Certificate in Organization Leadership and Development. Visit: www.centreold.com.

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1. Perpetuating the conditioned mind
2. Exclusive focus on developing techniques
3. Have only a provisional aspect of their identity
4. Shallow 'robot kind of life'
5. Conformity paralysis
6. Mindlessness or passive learning
7. Fear of failure and 'catastrophizing'
8. Approval addiction
9. Parochial mentality epidemic
10. Negative self-talk

Justine Chinoperekweyi is the author of Exceptionality Without Relapse; and Decision Making for Transformational Presence.

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Advancing the OD field

The Centre for Organization Leadership & Development (COLD) invites you to be part of our Organization Leadership & Development Network – Zimbabwe (OLDN-ZIM). *Register, become a member, learn and start advancing the OD field.*

The OLDN-ZIM is an affiliate of the Centre for Organization Leadership & Development (COLD).

Membership Benefits

The OLDN-ZIM offers benefits focused on creating opportunities for continuous learning & networking with OD Professionals.
- Free Access to COLD Webinars
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- Membership discount on Annual COLD Conferences
- Networking opportunity with OD Professionals Globally
- Member profiling on COLD Newsletters
- Continuing professional development embedded in OD theory and practice

Membership Fees

- Professional Members - $90 p.a
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