

ORGANIZATIONS IN ASCENT AND DECLINE

	<i>ASCENT</i>	<i>DECLINE</i>
Work:	- process to realize potential	- a burden to be carried
Purpose:	- understood and used to connect people & tasks	- not understood and used to order tasks
Corporate Culture:	- understood, but open to change - concern for whole organization - enculturate new workers	- understood, but resist change - concern for own program and territory - put new-comers to work at once
Relations:	- flexible - empower others - encourage innovation - ready to delegate - share information - see opportunities - learn from mistakes - manage conflict for benefit of all - not attached to power & authority	- rigid - grab power - discourage innovation - keep control - control inform. - see problems - mistakes are seen as bad, cover them up - avoid conflict - power hungry, status seeking

MANAGEMENT STYLES MATCHING ORGANISATIONS IN ASCENT AND DECLINE

The following descriptions are characteristic of the overall style of management of the majority of managers in organisations in ascent and decline.

Characteristic	Organisations in Ascent	Organisations in Decline
1. Meaning of work	Managers see work as a process connected to the realisation of their potential in life.	Managers regard work as having little meaning, being a burden that has to be carried.
2. Organisational purpose	Managers understand the organisational purpose and use it to connect people together, seeking to make an optimum contribution to society, the corporation and the individual.	Managers are ignorant of the organisation's purpose and do not understand how clarity of purpose relates to the task of management.
3. Corporate culture	Managers strongly identify with the values of the existing culture but are open to shifts, particularly if they are congruent with what the organisation requires for future success.	Managers share the values of the prevailing culture and strongly support its maintenance in the way they work, resisting any shifts without regard for what is required for the future success of the corporation.
4. Organisational relationship	Managers work for optimum results to unblock and free up the overall energy in the organisation.	Managers work against components of the organisation, regarding the enemy as within.
5. Relationship with other functional areas	Managers believe that all functional areas are part of the same team and that boundaries are artificial lines to be crossed whenever necessary to get the job done.	Managers compete with other functional areas whom they regard as one of the main causes of their problems, believing that nothing will change until the other functional areas "get their act together".
6. Goals and objectives	Managers are oriented to the processes to achieve results rather than to the results themselves.	Managers seek results that serve their own needs and give lip service to organisational objectives.
7. Delegating	Managers encourage others to take responsibility whenever the opportunity arises.	Managers do not trust their staff to be responsible and delegate only when it is absolutely essential.
8. Management of resources	Managers believe in the potential abundance of resources and know how to create them anew or from existing resources.	Managers believe in the complete scarcity of resources which must be fought for at every opportunity.
9. Management of change	Managers see change as a natural phenomena providing endless opportunities and actively take responsibility to change existing strategies, systems, etc. in order to take advantage of the opportunities.	Managers see change as a threat and seek to block it whenever possible.
10. Control of information	Managers use information to unblock the flow of energy in the organisation and control indirectly, "guiding" the subsequent events which are triggered.	Managers exert undue control over information flows with-holding it as a standard procedure, releasing it only when necessary or to maximise their control.

Characteristic	Organisations in Ascend	Organisations in Decline
11. Managing people	Managers focus on empowering others and supporting people in realising their personal needs and aspirations.	Managers focus on controlling others and have little interest in the personal needs and aspirations of people.
12. Attitudes to employees	Managers believe that people enjoy their work, can be trusted to do the right thing and will expand their capacities as they are given increased responsibilities.	Managers believe that employees basically don't like to work and can't be trusted to do things right without numerous checks and controls.
13. Communicating with staff	Managers communicate with staff first and foremost because they are people, sharing feelings and opinions as well as discussing the specifics of work issues.	Managers communicate formally with staff, in terms of the position they hold, and only when necessary.
14. Inducting staff	Managers see, in new staff joining their team, an opportunity to develop the overall skills and balance of the team, enhancing motivation, reinforcing the team's purpose and values as well as contributing to the individual's development.	Managers see, in new staff joining their team, a loss of productivity which can only be overcome by having them work straight away, invariably starting with more menial tasks.
15. Innovation and experimentation	Managers actively encourage innovation and experimentation, looking for opportunities and breakthroughs.	Managers discourage innovation and experimentation because of the danger of failure.
16. Handling of obstacles	Managers focus on opportunities rather than obstacles, changing strategies, systems and structures where necessary to support that focus.	Managers are problem focused, often creating strategic barriers and obstacles to achieve their purpose.
17. Handling mistakes	Managers regard mistakes as a valuable source of learning and extract from them maximum value when they occur.	Managers regard mistakes as suicidal, to be avoided or covered up at all costs.
18. Status	Managers are relatively disinterested in elevating or lowering their status.	Managers are obsessed with elevating their status and overcoming any threats to it.
19. Power	Managers are not attached to power or authority and can shift easily in and out of these conditions.	Managers are power hungry, holding onto authority irrespective of their position.
20. Thinking processes	Managers are both analytical and imaginative, integrating rationality and creative spontaneity in their thinking process.	Managers are indecisive, lack clarity and are inconsistent in their thinking processes.

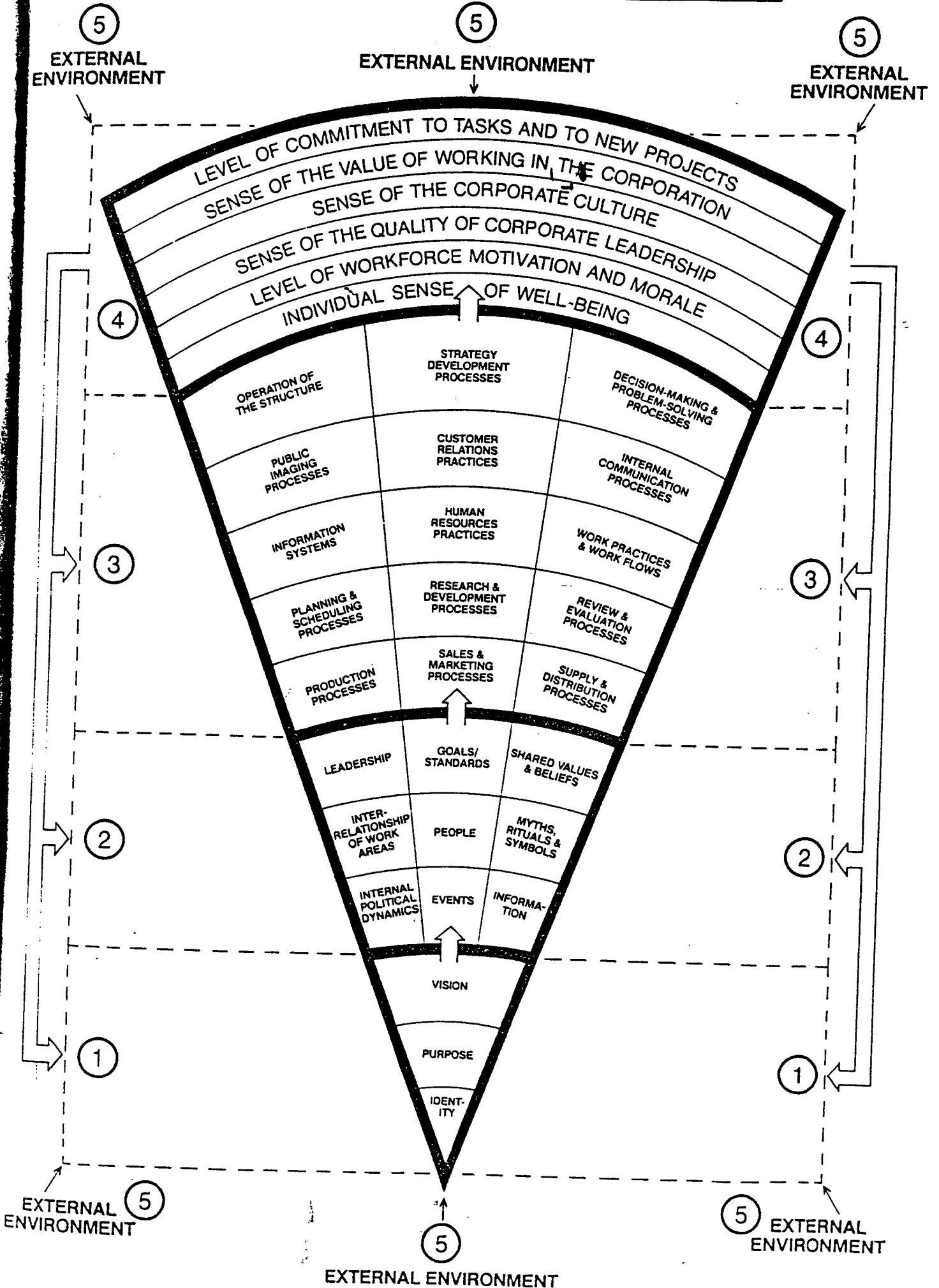
This list of characteristics is taken from a larger list of characteristics we have developed. Similarly, the management styles outlined, which reflect opposite ends of the spectrum, are taken from a broader set of five management styles, the other three ranging between the two styles described above.

Appropriate management profile evaluation tools enable managers to ascertain the existing management style of their corporation and the preferred style. The gaps identified are the focus for the development of strategies to positively shift the overall management style as well as that of the individual manager. Such tools facilitate the capacity of managers to change and to manage change.

"The future lies in the hands of managers who can handle change."

DR. ROSABETH MOSS KANTER

A MODEL OF THE CORPORATION



Our model of the corporation represents a dynamic, vibrating system of "energy" which is itself enfolded in the dynamic "energy" system of the external environment.

This model comprises:

1. THE PRIMARY ENERGY LEVEL

The central linking and driving force of the organisation — the sense of identity and purpose held in the organisation, including its vision for the future. This is the corporation's operating paradigm and vibrates upwards into the secondary level.

2. THE SECONDARY ENERGY LEVEL

The key sources of energy within the organisation, founded in and flowing from the operating paradigm, coupling with it to establish the foundation of the corporation's culture, vibrating upwards into the tertiary level.

3. THE TERTIARY ENERGY LEVEL

The key channels for the flow of energy within the organisation, through which the organisation functions, giving living expression to its identity, purpose, vision, culture leadership, goals, etc., vibrating upwards to create new energy fields.

4. THE QUATERNARY LEVEL — CREATED ENERGY FIELDS

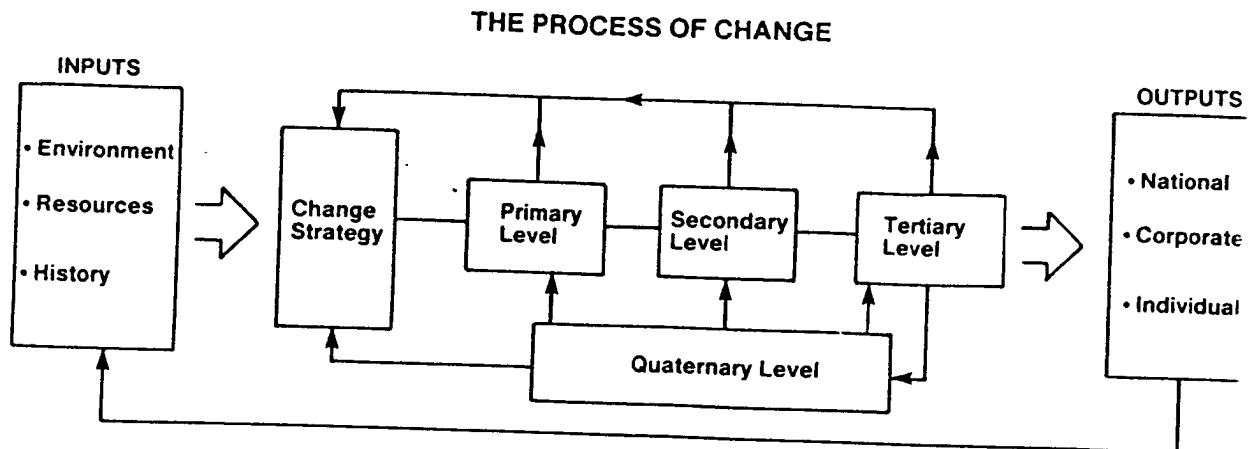
The energy fields created as a result of the vibrations of the three preceding levels of energy, themselves vibrating back down through the three levels, modifying the entire system accordingly.

5. THE EXTERNAL ENVIRONMENT

The external environment itself impacts the total system ceaselessly at all points, its energy levels and fields further modifying the organisation.

A MODEL FOR CORPORATE CHANGE

In this model, derived from a range of models including Nadler & Tushman's organisational model, the change strategy arises from the combined effects of the system inputs and the prevailing energy levels in the organisation.



The change strategy works by modifying, in order, the primary, secondary and tertiary levels. This has the effect of establishing a new dynamic in the quaternary level which affects all parts of the system, including the change strategy. Modifications of the primary, secondary and tertiary levels also impact the change process.

The change process is clearly organic in this model, i.e. it develops and changes as it impacts each level. In its nature it is, therefore, not capable of being pre-packaged. It remains open and exposed to modification by the process at all points of its operation.

IN ASCENT

The cultures of organisations which are significantly out-performing their competitors (and are rapidly increasing their level of success, have in common the following characteristics:

- A visionary style of leadership, with a strongly developed sense of corporate identity and purpose.
- The key or "core" values shared by employees are fully consistent with and supportive of the organisation's purpose.
- The core values are focused and common to all work areas, with divergent sub-culture values operating in overall harmony.
- There is little if any gap between the values and beliefs employees perceive existing and those which they believe would most support the organisation achieving its purpose.

"A third incontrovertibly real and critical element of management is 'path-finding'. This is the home territory of the visionary, the innovator, the entrepreneur. It is the ephemeral land of values, beliefs and aesthetics. The answer to the question of whether we need this 'soft' thinking to manage our organisations is affirmative. The path-finding role has always been critical to the rise and fall of institutions."

HAROLD J. LEAVITT

The values and beliefs typifying organisations in ascent are generally seen by employees in such organisations in the following terms (the large majority normally present):

1. We seek profitability and growth.
2. We provide excellent customer service.
3. We have quality products and services which give real value for money.
4. We understand our customer's needs and fulfill them with solutions to their complete satisfaction.
5. We treat our customers with respect, care and understanding.
6. We have an excellent corporate image.
7. We have an innovative, skilful, management team.
8. We anticipate market demand and develop strategies superior to our competitors.
9. We have a "can do" ethos and are opportunity-driven.
10. We are efficient, lean and action-oriented.
11. We communicate openly with each other, keeping everyone well-informed.
12. We are provided with excellent training and development.
13. We recognise and acknowledge people for a job well done.
14. We give each other real opportunities and mutual support.
15. We encourage individual autonomy and teamwork.
16. We demonstrate appreciation for those who show commitment, skill and integrity in their dealings.

(N.B. The running order is not representative of priority — priority may vary from corporation to corporation.)

IN DECLINE

The cultures of organisations in danger of decline who are losing or may soon lose competitive advantage (or have lost it) and are about to or are actually experiencing decreasing success, have in common the following characteristics:

- The non-existence (or non-acceptance) of an organisational vision.
- The key values shared by employees run largely counter to the organisation's purpose.
- The values are diffused rather than focused.
- The gap between the values employees perceive existing and those they believe would best support the achievement of the organisation's purpose is significant.

The values typifying organisations in danger of decline are generally seen by employees within their organisations in the following terms (the large majority normally being present):

Non-Productive Values

1. We are bureaucratic.
2. We are conservative and non-innovative.
3. We are cost-conscious not growth-driven.
4. We are internally driven not customer driven.
5. We are not expansionist or competitive.
6. We lack an employee-orientation.
7. We lack rapport between different work areas.
8. We have a poor public image.
9. We rarely go all out to do it properly.
10. We have too much management.

Productive Values

1. We seek profitability.
2. We are friendly.
3. We have high ethics and integrity.
4. We fulfill our social obligations.

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 P. Berger Handless Hand
 Mary Douglas How Institutions Think

Public / Public
~~Public~~ / w/d
 Club

The Scandal of the Evangelical Mind

Mark Knoll

Berger:

Development in ideology — not value free evaluation

Public

Private

& Sacred time

& Corporate time

- = club, ~~recreation~~ recreation
- = family

- practice — awards / ~~medals~~ medals
- boot house
- kitchen
- game room
- classes - school
- ~~playground~~
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