
Nuts and Bolts of Organizational Change: Effects on Organizational Performance in the 21st Century

Author: Prof. Nyakora, Musa O. - PhD, GIODP, IOD, MKIM, MIHRM, AMKISM, MSHRM.

Professor and Director of MA and PhD in leadership Programs Adventist University of Africa – Nairobi, Kenya

Abstract: *There is need to start aligning your business strategies in order to embrace reality instead of fighting it by blaming other people, departments or functions as problems. Endeavor to focus on getting support from everyone so as to take pride in how you work together and unify your interactions with customers. This is the only way to reach business results never imagined before.*

The greatest management lesson which leaders should learn to succeed is to focus their time and energy on areas that has the highest payoff for the organization. This is a constant battle, because the turbulent environment constantly conspires to divert the leaders' attention away from the high-payoff areas such as:

- 1. Developing and communicating vision and strategy by starting with building a deep and comprehensive understanding of one's "operating environment" to identify the most important tasks that must be accomplished to achieve vision*
- 2. Building high-performance teams is well worth the effort and it is the essence of leadership.*
- 3. Setting the internal and external conditions for success by reviewing factors that you can or should control from the inside the of organization (e.g. Structures, Culture, capital) and provide opportunities or challenges from outside the organization (e.g. Customers, Suppliers, Regulators) in order to accomplish the your vision.*
- 4. Preparing for the future*
- 5. Taking care of themselves.*

Keywords: *Organizational Change, Business Success, Transformation, Business Strategy, Organizational Alignment, Employee Engagement.*

1. INTRODUCTION

My extensive training in OD and my long term experience working for both private and public sectors, mostly interacting with work groups (i.e. staff and management) right from the lowest levels all the way to CEOs, has given me insights of what happens when change is eminently clear in organizations.

On the other hand my training has also helped me to become aware of the realities of authority and dynamics of power in organizations and how that can influence clients into utilizing and creating a thriving environment for organizational transformation.

Organizational change cannot be achieved without taking into consideration the following elements:

Whole-systems change, process improvements, work-team development, conflict resolutions, software implementations for business success.

What is Business Success? Your business success depends on how well you and your employees interact so that everyone in each department gets what they need, when they need it.

2. STRATEGIC ORGANIZATIONAL ALIGNMENT

There are four ingredients for success:

- Setting Clear Goals
- Aligning Your Workplace

- Engage the Right Employee.
- Following Through until you are Consistently Achieving Results.

1. SETTING GOALS

Clear goals are measurable, balanced, realistic and achievable. Ironically, many s to help develop and clarify workplace goals, but none is useful unless they are accompanied by a process to engage and align your workplace for the entire business. There are many tools in the market such as the balance scorecard, lean sigma, Rainbow modeling of goals. Employees should know the current state of their business in the market place, their work group's goals, their individual goals and how they integrate into the bigger picture of the organization. Armed with that knowledge, workers have a much easier time becoming productive contributors.

2. ALIGNING YOUR WORKPLACE TASKS:

The task of aligning your workplace is a never-ending job but can and should have precision around critical tasks, projects and initiatives.

3. ENGAGING THE RIGHT EMPLOYEE:

The term engaging is a key to making sure that right knowledge is being utilized to solve business issues. You need to analyze each work scenario and ensure that you involve a balance of workers, managers, technical experts in the areas that you are trying to improve. They all have critical inputs for solving work problems. In this way you would have created strategies for involving the right people, at the right time, to create better solutions to the challenges facing your workplace.

4. BE CONSISTENT IN ORDER TO ACHIEVE RESULTS:

This is the area where many, if not most, fail. The ability to get focused until you are getting results is hard work and requires constant focus to make sure your workplace is aligned and working towards goals.

3. UNPREDICATABLE MARKET ENVIRONMENT

Today's business leaders face both incredible opportunities and difficult dilemmas. These days the market environment is often described with words such as: Disrupt. Align. Transform and Sustain.

In this era marked by ever increasing volatility, uncertainty, complexity, and ambiguity (VUCA), businesses are failing to develop the leadership that is needed to successfully navigate through rapidly changing circumstances. Leaders are often making decisions among competing priorities, while knowing the next disruption is just around the corner, and yet no roadmap exists.

The current traditional leadership tools and frameworks fail to provide the guidance and accountability for leaders to address both business and societal needs. Success must be redefined based on a Triple Bottom Line (economic, environmental, and social) focus versus a "bottom-line" only focus.

Additionally, business leaders must be guided to have curiosity, courage and commitment to address the social and people issues. As competition for top talent, innovative services and products, and new global markets intensifies, the traditional rulebooks, rigid iconic image of the heroic leader, and functional silos are being discarded.

In an attempt to share my experiences to Leading Change in a VUCA World, I wish to outline the following guidelines that redirect the company's research findings on leading change, sustainability, and inclusion whereby the Participants will:

- **Explore new frames to navigate in the VUCA in the 21st Century:**

With the current social, economic and political climate, 21st century business leaders are faced with growing volatility, uncertainty, complexity and ambiguity in their decision-making environments more than ever before.

Being able to navigate, interpret and make sense of the so called VUCA world is critical to not only the long-term success of individual leaders and organizations, but also for the broader societies.

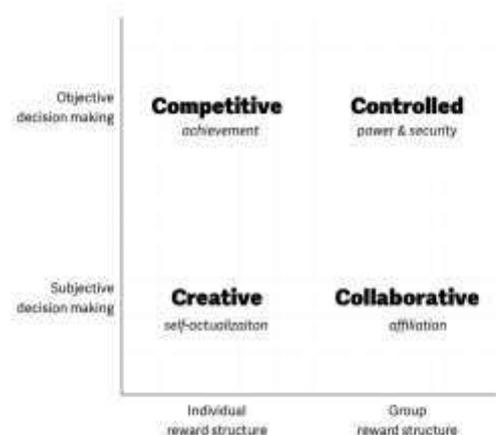
To be effective in a world where the goalposts are constantly moving, leaders are required to foster agility and resilience in the way they operate within their organizations.

- **Share ways to transform and sustain leaders and business:**

The importance of sustaining a transformation may sound obvious—and the actions required straightforward. But they're not. Companies typically neglect this long-term imperative because, understandably, they're obsessed by the short-term gains. They underestimate the difficulty of kicking old habits and developing a healthy new approach that will be manifest in thousands of everyday actions rather than referenced by a simple checklist. New skills, intense discipline, and strong personal relationships are needed to maintain the momentum (see sidebar, "Three common pitfalls").

- **Identify new ways that the organization culture can enhance team performance:**

To understand how culture impacts team performance, we must first take a look at different types of company cultures. Depending on "Decision Making" and "Reward Structure" dimension, there are four types of company cultures:



Each company culture has its strengths and weaknesses which the creators of this theory [Jeanne Urich](#) and [David Hofferberth](#) describe as "the culture's unbalanced form".

Organizational cultures have a different effect on different employees. Business owners often allow recruits to decide if their company culture fits them or not. After all, not all of them can succeed in a fast-paced world of startups.

Similarly, controlled company culture is not for energized and creative people. Different cultures suit various types of teams, and each team can succeed or fail depending on the way things are done within the company.

REFERENCES

- [1] Afsaneh Nahavandi, Ali Malekzadah (1993), Organizational Culture in Management of Mergers, Quorum Books – Westport.
- [2] Branislav Moga – Organizational Culture and its effects on team Performance – (Sept. 12, 2017)
- [3] Bridges W. (2009), Managing Transition: Making the most of Change. 3rd Edition – Philadelphia Decapo press.
- [4] Chris Crosby... (2017 Ed.) – Strategic Organizational Alignment – Authority, Power, Results.
- [5] Conner, D. (1993). Managing at Speed of Change. New York Villard Books.
- [6] Crosby, R.P. (1992). Culture Change in Organizations. Seattle, WA. CrosbyOD Publishing.
- [7] Crosby, R.P. (1992). Culture Change in Organizations.

- [8] Fullan M. (2007), *Leading in a Culture of Change* – San-Francisco, Josey- Bass.
- [9] Howard W. Oden (1997), *Managing Corporate Culture, Innovation & Intrapreneurship*
- [10] Michael Busy, Kevin Carmody, Jinnifer Davies and Greg Peacocke – *Sustaining the momentum of Transformation.*
- [11] Peter Rushton and Pauline Morris (2011 Ed), *Managing Change- A Strategic Approach.*
- [12] Russel, S. Cropanzani, K. Michele Kacman (1997), *Organizational Politics, Justice, & Support and Managing the Social Culture in the workplace.*
- [13] www.Promotingexcellence.CO.UK.
- [14] www.amie.uk.com
- [15] www.isis.org.uk