LET MANAGEMENT DRIVE THE DESIRED ORGANIZATIONAL CULTURE AND CULTURE SHIFT

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Abstract

This paper recognizes the need for an evolution of management thought and a shift in the management paradigm. It aims to show how managers can drive the desired organizational culture and culture shift in an environment dictated by complexity, risk, attitudes and behaviours, amongst others. It uses the Competing Values Framework (CVF) to determine the dominant leadership model, focus, direction and organizational culture. A sample of 202 managers was drawn using stratified random sampling based on managerial level (top, senior, middle). Data was collected using a self-developed measuring instrument and analyzed using descriptive statistics in terms of the dynamics of the CVF. Results indicate that the management cadre displays dominance in the monitor and mentor leadership roles, and the organization operates predominantly in the Internal Process Model with a dominant hierarchy culture. Based on these results and taking cognizance of the old and new management assumptions, a model is designed to reflect 'what' the leadership has to do and 'how' they can bring about a management paradigm shift in the new ever-changing and globalized corporate environment.

Keywords: Managerial Roles, Organizational Culture, Management Assumptions, Management Paradigm Shift, Dynamic Systems

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1. Research Paper

In today's work climate, the intensifying pressures compel managers to follow consistency and have a continuous mind-set for long-term organizational success. Culture and its impact on performance seem to emerge during 'externally induced change', such as competition, technology, the economy or regulatory changes (Childress, 2009). Hence, new strategies and aligning shifts in structures must be in place in order to be a winner in the marketplace (Childress, 2009). A compelling need exists for strategy, human talent, effective management principles and processes for high involvement and performance. Thus, a culture shift dictates the fundamental requirements necessary for business operations. Quinn, Faerman, Thompson and McGrath (2003) make reference to the use of organizational culture as 'a lens' for understanding and diagnosing the effectiveness of an organization's design, including effectiveness and performance.

Managers need to create a corporate culture so that quality products and services, process and people are central (Bank, 1993). Companies that make cultural adjustments to align themselves with environmental changes are likely to outperform those cultures that display rigidity and unresponsiveness to 'external jolts' (Gomez-Mejia, Balkin & Cardy, 2004). A culture shift is a prominent feature for today's organizations that are tasked with multiple perspectives that embrace functional rationality as the focal point. Leadership culture is people's meaning which they create, including the tools that they have to mould shared direction, alignment and commitment in the organization (McGuire, Palus, Pasmore & Rhodes, 2009). The business focus is on reshaping strategy and reorganizing, yet less attention is paid to reshaping the culture (Childress, 2009); and the mindset, skills and processes of the old strategy may not suit the new environment. Sometimes the old culture serves as an 'anchor' that brings the change process and the implementation of a strategy implementation to a standstill (Childress, 2009). The study detours from a reactive to a proactive stance by outlining managers' well intended efforts to drive the desired organizational culture and culture shift.

Previously, a layered hierarchy with fragmented jobs was the norm. The difficulty for executives to deal with culture (if it matters) is that, firstly, most senior executives lack skill or training to deal with culture as their schooling reflected on functional excellence and business metrics which was perceived as traditional. Secondly, with years spent in the organization there is familiarity blindness, and lastly, the corporate culture is a reflection of the senior team with leadership shadowing (Childress, 2009). Senior managers need to provide role models and make the new culture with processes, reporting lines, skills and behaviours important. For effective culture change, the following principles need to be understood (Childress, 2009):

• Top senior executives need to have group/team experience to understand the new culture.

• Tie culture to a new object to affect all employees.

• Spend adequate time by understanding the strengths and weaknesses of the present culture before implementing a culture change.

• Have a culture audit in place to measure and track the change.

• Indicate a vision of the new culture to include behaviours, reporting structures, skills and core processes, amongst others.

• Obtain the views of customers, clients, suppliers and others about your culture.

• There must be a perceived need for change that will be compelling to employees.

• Senior executives need to lead the process and not outside consultants.

• A culture change needs 'open, feedback-rich coaching', including personal learning at all levels, mainly at the top.

• A culture change 'takes hold faster' with a natural work group.

• With a scorecard, everyone will know where the change process is at all times.

Doz and Prahalad (1991 cited in Carnall, 2007) outline that organizational solutions (based on centralization or decentralization) will not meet the complex modern environment; differentiated and integrated processes and structures are needed with effective information flow.

Managers need to engage in the fulcrum of business initiatives including empowerment, teamwork, information flow, time management and customer satisfaction, and extend their gaze to new domains. Building a winning culture requires setting expectations, aligning leaders around a common vision and needed behaviours, focusing on delivering the business agenda by instituting a culture of accountability, managing culture and encouraging leaders to 'walk the talk', and communicating and celebrating victory (Rogers, Meegan & Tanner, 2006).

According to Pinto (2012), the old paradigm is dominant, centralized, hierarchical, had rigid budgets, short-term solutions and top-down goal-setting, whereas the new paradigm highlights cooperation and trust, decentralization, inspirational managers, long-range optimization, participation in goal-setting and teamwork, amongst others. Management mistakes, perpetuated by old paradigms includes withholding management information, decision-making that is top-down, inflexible policies, failure to collaborate, dodging blame, avoiding communication (face-to-face), resisting change, not prioritizing properly, micromanagement and misunderstanding motivation (Pinto, 2012). Leader sensitivity was considered as weak whereas today sensitivity is the road to building an adaptive organization (Pinto, 2010).

Conventonal wisdom indicates that the correct structure of a business gives the 'efficiencies, innovation and agility' for organizational success and sustenance (McGuire, Palus, Pasmore & Rhodes, 2009). Operational decisions are becoming complicated and ambiguous, and top managers and teams are facing difficulty to agree on outcomes to move forward (McGuire et al., 2009). They are unable to deal with difficulty in understanding tasks, skilled leaders fail to collaborate, they are constrained and operate in "silos and defaulting to traditional boundaries and turf battle" (McGuire et al., 2009: 3). According to McCrimmon (2010), in post-industrial organizations, all employees need to engage in managing, knowledge workers know better than their managers (more like partners), and complexity makes management more vital. With organizations evolving in the present times, management must be re-invented and re-defined to reap the benefits of knowledge workers' full potential and act as culture builders to foster innovation via support mechanisms and promote a new vision (McCrimmon, 2010). Also, the old paradigm is associated with one right organizational structure, there is one way to manage people, innovation comes from your own industry, and cheap labour is a main competitive advantage, amongst others. Alternatively, the new paradigm is to test the organization structure that fits the task, lead people, innovations are likely to be external, and cheap labour will not prove a substantial advantage (Drucker, 2013).

Some change projects have failed because skills were rewarded which were not appropriate in the current business environment (Childress, 2009). The author opines that performance measurement and evaluation, employee compensation, the organization of work 'silos or cross-functional' has a tremendous impact on corporate culture, but it can be overlooked. The different leadership cultures serve different purposes. With a hierarchy of culture each advancing culture is able to deal with greater complexity in leading and obtaining the commitment of others (McGuire, Palus, Pasmore & Rhodes, 2009). When

executives create a change, they receive sustainable results. This includes acceleration in implementing business strategies, speed in response to challenges, stronger organizational capabilities, the development of talent and culture, the sustenance of culture, effective cross-boundary work and leadership and organizational transformation (McGuire et al., 2009).

Carnall's (2007) simplistic view of both old and new cultures indicates that the old culture reflects on hierarchies, boundaries, internal focus, and paternalistic second guessing, controlling, analysis and risk aversion. The latter (new culture), intended to promote networking focuses on teams, connections, external focus, empowerment, action and calculated risk taking or innovation, amongst others (Carnall, 2007). Hence, a vibrant work culture stimulates performance by coordinating human behaviour too.

New employees (new ideas) may 'overwhelm' the established culture but it is management's task to learn what is needed to drive the desired culture and to focus on bold motives for key milestones to be accomplished. With organizational hiring, management can plan and shape the culture for long term goals. The management paradigm has shifted, and new management roles and competencies are needed. Competencies that set forth the knowledge and skills needed to achieve performance are embedded in 'leadership values' that are prominent in tumultuous times (Dye, 2000 cited in Zairi & Jarrar, 2001).

The organizational culture framework (Competing Values Framework) developed by Cameron and Quinn (1999) indicates whether an organization has a predominant internal or external focus and whether it aims for 'flexibility and individuality' or 'stability and control'. The four dominant culture types of clan, adhocracy, market and hierarchy prevails within this framework which can build an organization's culture profile. Organizational emphasis on core managerial components, for example, customers, stakeholders, employees and leadership tend to outperform organizations without these cultural characteristics (Kotter & Heskett, 1992; Wagner & Spencer, 1996). Other authors have alternate labelling of the models in the quadrant, that is, group, developmental, hierarchical, and rational cultures (Denison & Spreitzer, 1991, cited in Lincoln, 2010); collaborate, create, control, and compete (Cameron, Quinn, De Graff, & Thakor, 2006, cited in Lincoln, 2010); and clan, adhocracy, hierarchy, and market cultures (Cameron & Quinn, 2006).

By using the "Organizational Culture Assessment Instrument (OCAI)" developed by Cameron and Quinn (1999), the profile of an organization can be identified as clan, hierarchy, adhocracy and market. With the clan culture (internal maintenance) the focus is on flexibility, concern for people, including customer sensitivity, whereas with

hierarchy (internal maintenance) it is a need for stability and control. With adhocracy (external positioning) a high level of flexibility and individuality is the focus, whereas with the market culture (external maintenance) concentration is on stability and control. Hence, managers need to first change and therefore, new managerial roles are critical to drive the desired culture and culture shift.

The roles of the mentor, facilitator, monitor, co-ordinator, director, producer, innovator, and the broker (Quinn et al., 2003) put into perspective the expectations of a person in a leadership position and the fusion of competencies fosters effective functioning. Quinn et al. (2003) shed light on the various roles:

- The mentor role involves understanding self and others, communicating effectively and developing employees to facilitate their mobility (Ragins & Scandura, 1997).
- In the facilitator role, the manager builds teams, uses participative decision-making and manages conflict.
- The monitor role is concerned with managing information through critical thinking, managing information overload and core processes.
- The co-ordinator manages projects, designs work and manages across functions.
- The director role involves developing and communicating a vision, setting goals and objectives, designing and organizing.
- In the producer role, the focus is on working productively, fostering a productive work environment, managing time and stress/balancing competing demands.
- The broker role entails building and maintaining a power base, negotiating agreement and commitment and presenting ideas.
- The innovator role involves living with change, thinking creatively and managing and implementing organizational changes.

When comparing the old and new management assumptions, essential differences are highlighted (Harehall, undated) (Table 1).

Anthony (1994 cited in Senior & Fleming, 2006) suggests that some methods of instituting culture change depend on education and persuasion and in other cases, coercion to bring attitude change. Yet, others rely on bringing changes to 'recruitment, selection, promotion', including reward and redundancy policies to adjust the workforce composition, and keep those with the 'desired beliefs, values and attitudes' linked with the desired culture' (Dobson, 1988 cited in Senior & Fleming, 2006). In driving the desired organizational culture and culture shift the pervasive nature of organizational culture cannot be emphasized (Wilson & Rosenfeld 1990, cited in Senior & Fleming, 2006).

Table 1. Old And New Management Assumptions

Old management assumptions	New management assumptions
• McGregor's Theory X applies which states that people do not like to work, are lazy, and this is associated for command and control thinking. • The alignment of organizational goals is via instructions that are clear and concise. • A system is established and employees are expected to adhere to the established system. • Once documented, a system is fixed. Variation is not recognized in data presentation and interpretation. • According to complexity theory, the one cause of failure can be isolated. One develops knowledge via experience. • Staff can be motivated with rewards and punishment. Survival of the fittest. • Abundance theory applies and states that a limited resource within a market compels competition. Problems can be broken down into parts. • When learning or making decisions reference is made to conscious logical thought. With 'action versus thought' leaders tended to think short term.	• McGregor's Theory Y applies which states that people like work and find it to be self-fulfilling. • The task of leaders is to build and channel employees' commitment to organizational goals. • Leaders notice that about 90% of the result stems from the system's design and they serve as designers of systems to enhance staff performance. • There are growing and decaying elements. There is variation and statistics to gather knowledge from data and to avoid misinterpretations. • One cannot identify the cause of a result with certainty. Knowledge relates to acquisition and development via the application of the scientific method. • Continued use of extrinsic motivators will diminish commitment. More is accomplished via cooperation. • Markets can be created. Dictates how all the parts inter-relate which constitutes the whole. The aim is to discover the truth, and there is never one answer with the new culture. • When judging present situations reference is also made to stored memory. The focus is on thinking and concentration with the long term.

It is the way managers operate that they will influence the dominant culture in an organization. Without execution of a culture in the past, it is not expected that desired results will be achieved unless the organizational culture is changed (Quinn, Faerman, Thompson, McGrath & St. Clair, 2011). This paper recognizes the need for an evolution of management thought and a shift in the management paradigm. It aims to show how managers can drive the desired organizational culture and culture shift in an environment dictated by complexity, risk, attitudes and behaviours, amongst others. It emphasizes 'what' the leadership has to do and 'how' they can bring about a management paradigm shift in the new ever-changing and globalized corporate environment.

2. Research Methods

Participants

A sample of 202 managers (top, senior, middle) was drawn from a population of 400 managers in a public sector organization in KwaZulu-Natal, South Africa using a proportionate stratified random sampling technique based on managerial level (top, senior, middle) in order to ensure adequate and suitable representation of employees from the various structures of management. According to Sekaran's (2003, p. 294) population to sample size table, the corresponding minimum sample size for a population of 400 is 196, thereby confirming the adequacy of sample size for the study. The adequacy of the sample for the computation of Factor Analysis was further determined using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.768) and the Bartlett's Test of Spherecity (2975.330; p = 0.000), which respectively indicated suitability, adequacy and significance. The results indicate that the normality and homoscedasticity preconditions are satisfied. The composition of the sample is reflected in Table 2:

Table 2. Composition of Sample

Biographical Variable	Percentage
Managerial Level	
Top Managers	19.8
Senior Managers	41.9
Middle Managers	38.4
Age	
<30 years	2.3
30-39 years	14
40-49 years	40.7
+50 years	43
Race	
Black	22.1
White	41.9
Indian	32.6
Coloured	3.4
Tenure	
0-5 years	10.5
6-10 years	16.3
11-15 years	17.4
16-20 years	17.4
21 years and over	38.4
Gender	
Males	83.7
Females	16.3
TOTAL	**100**

Measuring instrument

Data was collected using a self-developed, closed-ended, precoded questionnaire comprising of two sections. Section A assessed the biographical data of managerial level and was measured using a nominal scale with precoded option categories. Section B evaluated the eight managerial roles, as identified in the Competing Values Framework, using 40 items which where measured using a 1 to 5 point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Based on the Competing Values Framework, the designed questionnaire enables the researcher to determine the dominant leadership roles and from that derive the dominant leadership model, which provides insight into the prevailing organizational culture.

The measuring instrument was designed based on recurring themes that surfaced when conducting the literature review on the leadership roles. This ensured face and content validity. Furthermore, in-house pretesting was adopted to assess the suitability of the instrument. Pilot testing was also carried out using 12 subjects, selected using the same procedures and protocols adopted for the larger sample. The feedback from the pilot testing confirmed that the questionnaire was appropriate in terms of relevance and construction and adhered to the principles of wording and measurement.

Procedure

The questionnaires were administered to middle, senior and top managers in the Skills Development Department in the target organization and managers could either respond by posting back the questionnaire in the attached self-addressed envelope or electronically to the researcher. Data was collected over a three month period.

Statistical analysis

The validity of the questionnaire was assessed using Factor Analysis. A principal component analysis was used to extract initial factors and an iterated principal factor analysis was performed using SPSS with an Orthogonal Varimax Rotation. When an item had two or more loadings >0.5, only that with the highest loading was considered to be significant. Eight factors with latent roots greater than unity ranging from 1.9 to 4.52 were extracted relating to each of the leadership roles respectively, thereby confirming that the items and the questionnaire validly measures the various leadership roles. The reliability of the questionnaire was determined using Cronbach's Coefficient Alpha. The overall alpha coefficient of 0.893 was obtained and item reliabilities for the 40 items ranged from 0.887 to 0.894, thereby reflecting a very high level of internal consistency of the items and hence, a high level of reliability.

Descriptive statistics, using frequency analyses, percentages, mean analyses and standard deviations were utilised to assess the extent of leadership roles displayed by the management cadre, to determine the dominant leadership model and the prevailing culture type/s.

3. Results

Staff members were required to respond to the items assessing leadership roles using the 5 point Likert scale, which were analysed using descriptive statistics (Table 3).

Table 3. Descriptive Statistics: Assessing Prevailing Leadership Roles of the Management Cadre and Leadership Models

LEADERSHIP ROLE	MEAN	95% CONFIDENCE INTERVAL FOR MEAN		VARIANCE	STANDARD DEVIATION	% TO WHICH ROLE IS BEING FULFILLED
		Lower Bound	Upper Bound			
Facilitator	3.2563	3.1637	3.3489	0.439	0.6624	65.13
Mentor	3.6593	3.5795	3.7391	0.326	0.5710	73.19
Innovator	3.6269	3.5551	3.6986	0.266	0.5160	72.54
Broker	3.6129	3.5359	3.6899	0.306	0.5536	72.26
Producer	3.3950	3.3064	3.4836	0.406	0.6370	68
Director	3.2766	3.1787	3.3745	0.496	0.7040	65.53
Co-ordinator	3.5497	3.4617	3.6378	0.397	0.6301	70.99
Monitor	3.7990	3.7183	3.8797	0.334	0.5775	75.99
Combined Means for Quadrants of the Competing Values Framework						Mean
Human Relations Model (Facilitator Role and Mentor Role)						3.4578
Open Systems Model (Innovator Role and Broker Role)						3.6199
Rational Goal Model (Producer and Director Role)						3.3358
Internal Process Model (Co-ordinator Role and Monitor Role)						3.6744
Combined Means depicting focus and orientation						
Internal/External						
Internal focus and integration (Mentor, Facilitator, Monitor, Co-ordinator)						3.5661
External focus and differentiation (Innovator, Broker, Producer, Director)						3.4779
Flexibility/Control						
Flexibility and discretion (Facilitator, Mentor, Innovator, Broker)						3.5389
Stability and control (Mentor, Co-ordinator, Director, Producer)						3.5051

It is evident from the mean values (from which the percent to which the role is being fulfilled is derived) in Table 3 that the management cadre in this public sector organization is displaying the various leadership roles in varying degrees, which in descending level are:

- Monitor role (Mean = 3.7990; 75.99%)
- Mentor role (Mean = 3.6593; 73.19%)
- Innovator role (Mean = 3.6269; 72.54%)
- Broker role (Mean = 3.6129; 72.26%)
- Co-ordinator role (Mean = 3.5497; 70.99%)
- Producer role (Mean = 3.3950; 68%)
- Director role (Mean = 3.2766; 65.53%)
- Facilitator role (Mean = 3.2563; 65.13%)

In order to assess areas of strengths and weaknesses in each of the aforementioned leadership roles amongst the management cadre in this public sector organization, frequency analyses were conducted for each.

Strengths:
✓ Monitor role:
- Critical thinking allows leaders to formulate clear arguments (95%).

- Leaders are able to construct statements and react to that of others effectively (89.6%).
- Leaders do not lose sight of outputs (81.7%).
✓ Innovator role: creative thinking enables managers to formulate new ideas (82.2%).
✓ Broker role: networking is used as an important skill at all levels (89.1%).
✓ Co-ordinator role: managers use specific skills to plan/monitor projects (87.1%).
Weaknesses:
✓ Leaders not convinced that:
- Most decision in the organization are by negotiations (23.8%) (BR).
- The organization strives to optimize time & minimize stress management (21.8%) (PR).
- The organization provides an effective team-building environment (21.8%) (FR).
- Individuals work productively (20.3%) (PR).
- Participatory decision-making takes place (19.8%) (FR).
- Every effort is made to translate organizational goals into sub-goals at various levels of the organization (15.9%) (DR).

• Employees' competencies are developed by delegating more responsibilities to them and by providing feedback to them (14.4%) (MeR).

✓ Leaders felt that routine shifts their focus away from possible outcomes (21.8%) (IR).

Table 3 also indicates the mean values of the combined leadership roles that make up each quadrant in the Competing Values Framework. It is evident from Table 3 that managers are currently fulfilling their roles in the Internal Process Model, namely, co-ordinator and monitor roles (Mean = 3.6744) to the greatest extent, followed by the roles in the Open Systems Model, namely, innovator and broker roles (Mean = 3.6199), and then the roles in the Human Relations Model, namely, mentor and facilitator roles (Mean = 3.4578). It is evident from Table 3 that managers are currently fulfilling the roles in the Rational Goal Model, namely, producer and director

roles (Mean = 3.3358) to the least extent. Evidently, the current cohort of managers needs to develop the combined producer and director roles.

Table 3 therefore, indicates that the dominant leadership model in this public sector organization is therefore, the Internal Process Model and the one with the least presence is the Rational Goal Model (Figure 1).

Table 3 also provides insight into the focus and orientation of the leadership and the organization. The organizational preference is negligibly more towards flexibility and discretion (Mean = 3.589) rather than stability and control (Mean = 3.5051). Furthermore, it is evident from Table 3 that the leaders in the organization have a more internal focus and integration (Mean = 3.566) rather than an external focus and differentiation (Mean = 3.4779). This is clearly depicted in Figure 1.
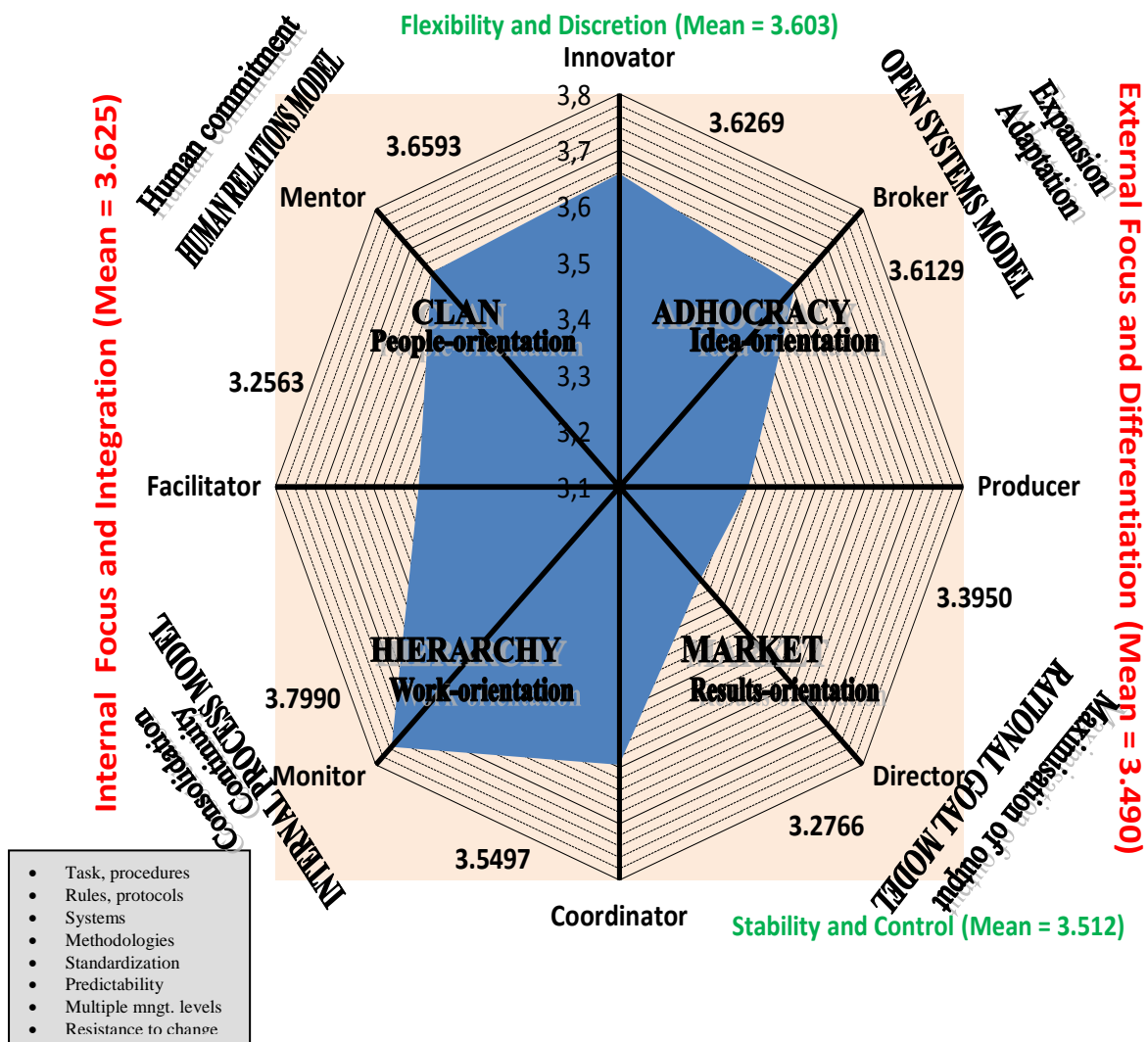

Figure 1. Dominant leadership model, focus, orientation and organizational culture

It therefore, follows that the various organizational cultures, corresponding to the four

quadrants and models of leadership, prevail in varying degrees in this public sector organization with the

most dominant being the hierarchy culture characterized by tasks, procedures, rules, protocols, systems, methodologies, standardization predictability, multiple management levels and resistance to change, followed sequentially by the adhocracy culture, the clan culture and lastly, the market culture.

However, the dominant culture in this organization runs counter to the needs of modern organizations and the manner in which they should be led. Whilst these managerial roles are still relevant, the way in which they should be undertaken need to change dramatically. The weaknesses identified are testimony to the poor management focus and emphasizes the need for an evolution of management thought (Wren & Bedeian, 2009) and a shift in the management paradigm.

1. Discussion of Results

Interpretation and recommendations

The leadership can drive the desired cultural orientation by displaying the whole array of leadership roles and by balancing the competing leadership demands by developing paradoxical capabilities. However, engaging in behavioural complexity and being ambidextrous is just not enough when leading in the current ever-changing corporate environment. A shift in the management paradigm is clearly needed. In order to make dramatic improvements it is necessary to change the way of thinking because the greatest breakthroughs come with breaking the old ways of thinking (Covey, 1991). Covey (1991) emphasizes that principle-centered leadership is a holistic leadership paradigm that encapsulates the principles of fairness and compassion and utilizes the talents of employees to bring about increased efficiency as well as striking improvements in personal and organizational effectiveness. Seven chronic problems that plague organizations include the lack of shared vision or values, no strategic path, poor alignment, wrong style, poor skills, low trust and the lack of self integrity (Covey, 1991). Therefore, leaders need to become more enlightened to overcome these problems by continuously learning in the context of practice (McGregor, 2000), changing hearts, being service oriented, radiating positive energy, building trust, believing in other people, revising the structure and being synergistic. Senge (1990) stresses those organizations that learn how to uncover people's commitment and develop the capacity to learn throughout the organization will be effective.

Having outlined 'what' the leadership has to do, the critical question is 'how' can leaders do this in the new ever-changing and globalized corporate environment?

Merging the new management assumptions of Harehall (undated) and Senge (1990) with the managerial roles and the cultural orientations of the Competing Values Framework of Quinn *et al.* (2003) provides insights into the manner in which managers need to fulfill their roles and what action is needed in the modern corporate environment.

In order to develop Quinn *et al.*'s innovator and broker roles and enhance an open systems model, the new leader needs to:

- be effective in working within a dynamic system (Harehall, undated). Apart from systems changing constantly, there is often a delay between actions and results which makes it harder to assess cause-effect relationships. Leaders need to constantly aim for improvement (Deming, 1986) and to realize that improvement leverage often lies in that part of the system that tends to hinder growth and, in understanding dynamic rather than detail complexity (Senge, 1990). Senge (1990) believes that problem-solving requires being able to see where the high leverage or 'the tipping point' is; where a change with a small effort leads to a substantial and lasting improvement.

- realize that results are outcomes of a wide range of influences many of which cannot be measured (complexity theory) (Harehall, undated). Hence, systems can only be improved and not optimized. The aim is to constantly strive to reduce variation which will eliminate the need for inspection (Deming, 1986) and to reduce conflict and instability to the inputs to the system thereby attaining system stability.

- draw on the sub-conscious when thinking. The sub-conscious retains memory of past events and feelings and enables employees to engage in radiant thinking and the power of association by using diagrams, flow maps, mind maps and cause-effect diagrams. It is important to ensure that thinking patterns and paradigms do not reject new thinking.

- take cognizance of the contributions of everyone (thinking: adversarial versus co-operative) (Harehall, undated). There is never one answer; instead it is important to design the best solution by incorporating everyone's contribution by using thinking models like lateral thinking, six thinking hats, brainstorming, as transformation is every employee's job (Deming, 1986). De Bono (1995) stresses the need to move away from traditional thinking (perception, judgement and action) to parallel thinking (numerous perceptions, various parallel possibilities which are explored and validated and then action is taken).

The benefit of adopting the new management paradigm in this quadrant: Far superior designs of systems that challenge people's creativity and capture all employees' thinking potential thereby enhancing results.

In order to develop Quinn *et al.*'s producer and director roles and enhance the rational goal model, the new manager needs to:

- realize that people like work, view it as a form of self-fulfillment and will take responsibility (Harehall, undated). However, conventional theory believes that the average man is naturally indolent, lacks ambition, avoids responsibility and prefers to be led (McGregor, 2000). Innovation and the development of opportunities play a pivotal role in the long-term survival strategy of the organization. The ideas come from the total intelligence of the employees of the company.

- Recognize that people come to work wanting to do a good job and take pride in their work and leadership has to build and channel that commitment by distributing information widely, taking decisions near the work face, listening and changing attitudes from compliance to instructions to commitment. Leaders need to help employees to develop their personal mastery and become committed to their own lifelong learning (Senge, 1990). The emphasis is on self-control and self-direction (McGregor, 2000) rather than external control of human behaviour.

- Create markets, not necessarily at the expense of competitors, by anticipating the needs of future customers.

- Take time to think deeply and concentrate on the long term (Harehall, undated) by exposing themselves to extensive training and new thinking. They need to prepare plans on sound information to get accurate prediction of the future such that information serves as an organizing force, thereby preventing paradigm blindness (inability to see information that threatens the environment) (Wheatley, 2006a).

The benefit of adopting the new management paradigm in this quadrant: This mindset harnesses a pro-active, enabling culture with fewer tiers of management, full commitment to organizational goals, increased creativity of people to achieve a dynamic competitive advantage.

In order to develop Quinn *et al.*'s co-ordinator and monitor roles and enhance the internal process model, the new manager needs to:

- Design systems to enable staff to perform. Leaders need to design capable systems and break down barriers between departments that serve each other (Deming, 1986) and gain input from employees by listening. In the new paradigm, leaders need to build organizations where people expand their ability to understand complexity, crystallize vision and enrich shared mental models (Senge, 1990).

- Understand that the whole is not the sum of the parts; it is how the parts inter-relate that characterizes the whole (Harehall, undated). Hence, to optimize the whole, leaders must be able to sub-optimize some of the parts. The fundamental aspect of systems thinking is leverage (Senge, 1990).

- Understand variation and statistics in order to gain knowledge from data (Harehall, undated) and recognize that there is variation (special/inherent) in everything. Leaders must be able to present data in graphic form so that trends and variation can be readily identified. They must have knowledge of statistical process control to enable future achievement to be predicted.

- Challenge their mental models. Mental models are deeply seated assumptions, generalizations or image that impact on the actions that we take. Powerful mental models often inhibit progressive behaviours and insights into new markets (Senge, 1990). Leaders need to acquire and develop knowledge through the PDSA cycle – Plan (P), Do (D), Study (S) and Act (A) and encourage employees to change their shared mental models through institutional learning (Senge, 1990). Wheatley (2006a) maintains that people fear chaos and view it as a loss of control yet surrendering to chaos triggers creativity to attain new levels of order and understanding; hence, chaos creates the situation for new order to emerge.

The benefit of adopting the new management paradigm in this quadrant: System stability and maximization of the whole system which crystallizes the vision of the organization, enhances co-operation and teamwork and leads to greater personal and organizational learning.

In order to develop Quinn *et al.*'s facilitator and mentor roles and enhance the human relations model, the new manager needs to:

- Note that employees survive and progress by co-operation; not competition (Harehall, undated). The fundamental building blocks that evoke the bundles of potential in people are relationships and not individuals (Wheatley, 2006b). Time is spent on designing and developing teams, which thrive through co-operation and the reduction of conflict. The existence of trust is the fundamental ingredient in relationships and dictates the bottom-line results of business (Covey, 1991; Senge, 1990). This enhances teamwork and innovation blossoms as suppliers surpass contractual requirements to build relationships and customers provide feedback which can be incorporated to improve service delivery. More can be accomplished through shared vision, meaning and values as it inspires people to act creatively, take risks, invent and produce (Wheatley, 2006b) and galvanizes an organization (Senge, 1990).

- Recognize inner drive patterns and structure work to best capture that energy (Harehall, undated). They need to design the system to allow expression of inner needs of employees to secure positive motivation or design the system to smother employees' desires to contribute.

The benefit of adopting the new management paradigm in this quadrant: Better use of the abilities of the employees which results in a win-win situation for all parties.

Figure 2 vividly reflects 'what' managers in the new corporate environments need to do and 'how' they need to do it.
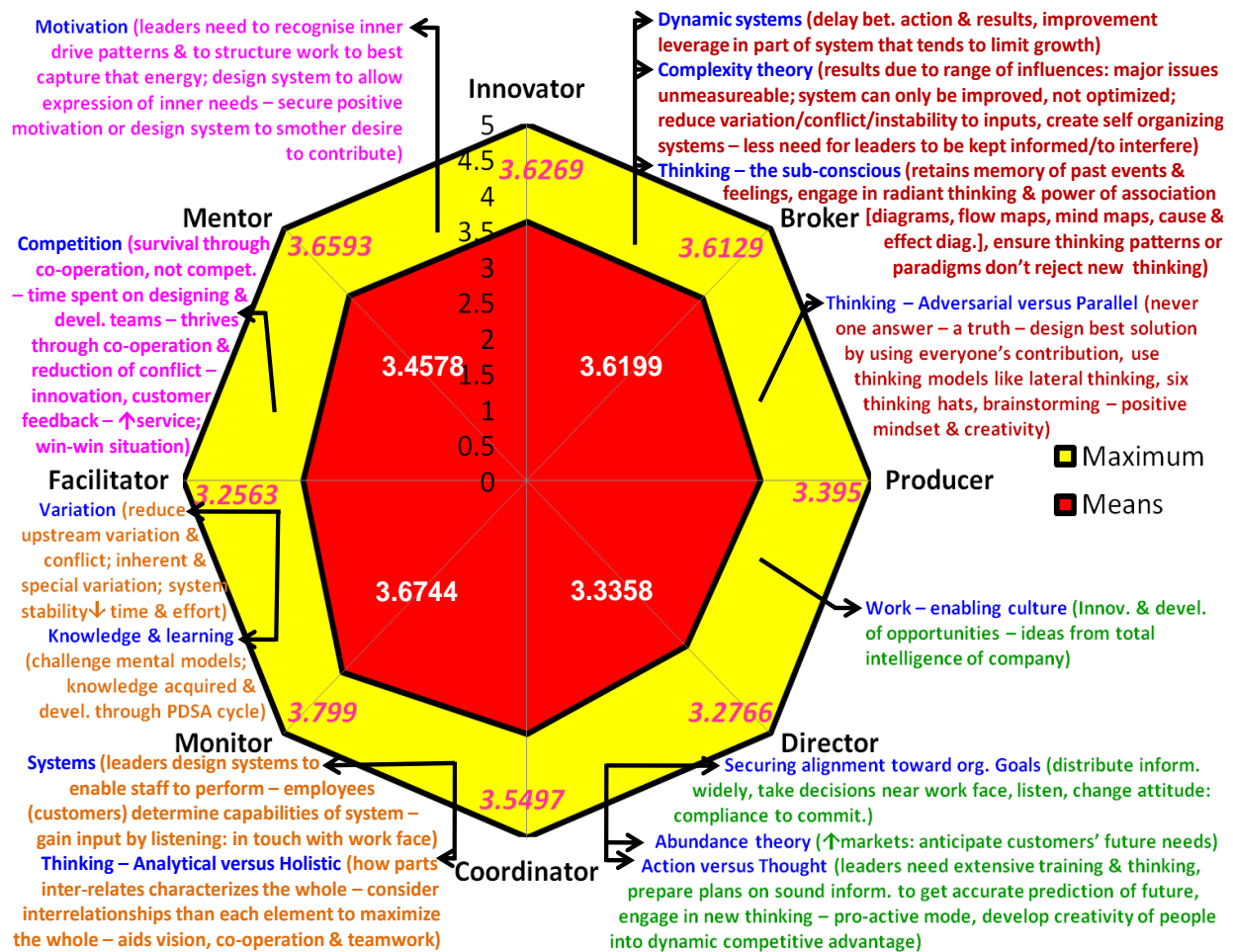

Motivation (leaders need to recognise inner drive patterns & to structure work to best capture that energy; design system to allow expression of inner needs – secure positive motivation or design system to smother desire to contribute)

Dynamic systems (delay bet. action & results, improvement leverage in part of system that tends to limit growth)
Complexity theory (results due to range of influences: major issues unmeasureable; system can only be improved, not optimized; reduce variation/conflict/instability to inputs, create self organizing systems – less need for leaders to be kept informed/to interfere)
Thinking – the sub-conscious (retains memory of past events & feelings, engage in radiant thinking & power of association [diagrams, flow maps, mind maps, cause & effect diag.], ensure thinking patterns or paradigms don't reject new thinking)

Competition (survival through co-operation, not compet. – time spent on designing & devel. teams – thrives through co-operation & reduction of conflict – innovation, customer feedback – ↑service; win-win situation)

Thinking – Adversarial versus Parallel (never one answer – a truth – design best solution by using everyone's contribution, use thinking models like lateral thinking, six thinking hats, brainstorming – positive mindset & creativity)

Variation (reduce upstream variation & conflict; inherent & special variation; system stability↓ time & effort)
Knowledge & learning (challenge mental models; knowledge acquired & devel. through PDSA cycle)

Work – enabling culture (Innov. & devel. of opportunities – ideas from total intelligence of company)

Systems (leaders design systems to enable staff to perform – employees (customers) determine capabilities of system – gain input by listening: in touch with work face)
Thinking – Analytical versus Holistic (how parts inter-relates characterizes the whole – consider interrelationships than each element to maximize the whole – aids vision, co-operation & teamwork)

Securing alignment toward org. Goals (distribute inform. widely, take decisions near work face, listen, change attitude: compliance to commit.)
Abundance theory (↑markets: anticipate customers' future needs)
Action versus Thought (leaders need extensive training & thinking, prepare plans on sound inform. to get accurate prediction of future, engage in new thinking – pro-active mode, develop creativity of people into dynamic competitive advantage)

Figure 2. Transition to the new Management Paradigm: 'What' leaders need to do and 'How'

2.   Recommendations and Conclusion

In order to deal with constant change, organizations have to charter a new way forward. Furthermore, a new management paradigm is needed to effectively overcome current chronic organizational problems. This means that the leadership cannot be engulfed in a quagmire of protocols and operating procedures, bureacracy, and chains of command that imprison themselves and cause paradigm blindness. Instead, the leadership needs to make constant improvement their pivotal purpose and harness a pro-active, enabling culture. This can be done by creating superior designs of systems that capture employees' thinking potential and challenge their creativity thereby ensuring full commitment to organizational goals and achieving a dynamic competitive advantage and, a win-win situation for all parties. System stability and maximization of the whole system also crystallizes the vision of the organization, enhances co-operation and teamwork and leads to greater personal and organizational learning. The implication is that by implementing the 'what' leaders need to do and 'how' they need to do it as depicted in Figure 2, leaders will be able to channel the desired organizational focus, orientation and culture and a new management paradigm that nurtures continuous improvement and personal and organizational effectiveness.

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