

Empowering Future Organizational Leaders For The 21st Century

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ABSTRACT

In today's 21st century environment, organizations must identify with their stakeholders not only in products and services they provide, but the organization today must adhere to values consistent to their stakeholders. Organizational leaders must create high performance organizations in order to compete in a global mega-economic world, the old schema of business as usual and inundated policies and procedures must be rooted out in order for the organization to compete by identifying and sustaining diversified employees within a global economy.

Keywords: empowering leaders, intrapreneurship, collaboration, stakeholders, ethical leadership.

INTRODUCTION

According to Popovich, the ideal organizational structure mimics Carnevale and Kiel's - that the organizational structure must accommodate a continuous learning, changing and innovative structure where the employees in an organizational setting will meet their full potential. Popovich believes that the organizational structure must be moving toward high performance. He emphasized five ways to inculcate the underlying characteristics of high performance organizations.

High Performance Organizational Structures

Challenge of Structure

The dispersion of authority and the blurring of lines between the roles of legislative and executive branches has always been in place. Organizational hierarchies within all settings should remain flatter to prevent too large of a bureaucracy. Leaders should develop vision and mission statements for their organizations to prevent the misuse of management, by conducting micro-management techniques. The organizational system must be flexible to support creativeness and innovation at the organizational and departmental levels, which should be a basis in all organizational structures.

Challenge of Measuring Performance

All organizations must adopt and develop performance measuring systems to determine how well and the time constraints to meet the mission of the organization. Popovich stated that in order for any organization to achieve high performance, it must have a clear vision in mind.

Challenge of Identifying Stakeholders

In order for an organization to succeed based on performance measurements, the organization must identify its stakeholders. The new trend in today's public and private organizations is identifying the variety of stakeholders and meeting their needs, whereby the stakeholders judge the performance of the organization by their actions and services. The high performance organizations must define their stakeholders clearly and the organization must find out what the stakeholders desire by providing value for them.

Challenge of Supporting Intrapreneurship

Popovich defines intrapreneurship as a means of organizing and managing new creative ways to incorporate enterprise inside organizations. Popovich states “supporting self/designing and self/managing work teams is one approach to achieve high performance. Innovations spawned by intrapreneurship will not reform an organization overnight, but it can be a significant way to build positive experience in moving toward high performance. Self-designing organizations require a decentralized structure with flexibility. There must be an acceptance for change in policies and procedures.

Challenge of Continuous Learning

In order for continuous learning to take place, a clear vision must be shared amongst the entire organization and their employees. Leadership is essential in building a high performance organization because leaders invigorate the organizational structure by encouraging employees to learn and perform. The employees of the organization must learn how to do things better; and for them to accept this responsibility, leadership is at the forefront of high performance organizations. Popovich stated that old rigid hierarchical organizations prevent the continuous learning process because it fragments the process of work and for employees to learn from each other. There must be a shared vision and mutual trust between management and employees; it could develop a commitment to continuous learning.

High Performance Organizational Leadership

Popovich stated that it is easier for a private organization to change than a government organization because the government organization must deal with the politics, whereas the private organization only has to contend with its internal organizational environment. In government systems, change is negatively looked upon because the perception of performing new tasks, roles and jobs creates animosity within the governmental system. The government system has many ties, internal and external, within the government organization, and it is very difficult to develop new processes due to these constraints. A high performance organization must develop a clear vision and mission in order for the government organization to truly change. Without these statements of clarity, the government organization will not truly develop into an innovative structure. Popovich suggested that it is not necessary for the organization to develop a broad organizational change effort. He believed that organizations can change at many different levels. He suggested that by starting at smaller levels of the organization by incorporating innovative practices to employees, this will create high performance standards. Popovich believed that cultures and expectations that increase high productivity and decision-making styles would affect the organizational structure throughout. One of the key aspects of creating a high performance organization is the creation of organizational values. Values are learned throughout a person’s life and in order for an organization to succeed, the employees, as well as the key leaders in the organization, must have the same values. Based on this principle, Popovich believed that the values of the organization will create and sustain the vision and mission of the organization. The values of the organization are dependent upon the individuals within the organization. In order for the organization to change and become high performance-oriented, key departments, such as human resources, top executives and departmental managers, must recruit and hire based on meeting the objectives of the organization; thus, diversity today is a must. The blending of nationalities and cultures is paramount for the 21st century; high performance organizations mimic international and national diversity. As the organization grows and becomes high performance-oriented, the organizational management system must continuously improve the organization’s vision, mission and values according to the environment in which they are in. Through the premise of value creation by the employees of the organization, Popovich states that the organization will be an extension of the employees’ needs, personal development, growth and education. It will be one of the ways in which the organization will be competitive. The organizational management system must encourage continuous growth and development of its employees. In this type of high performance organization, employees must be considered a valuable asset in which the organization developed, trained and identified that each individual has been acclimated within the organizational structure. In the early 1990’s when many private organizations and government organizations downsized, the organizations did not perform their actions responsibly by meeting the needs of their employees. In the future, government and private organizations must monitor and evaluate changing human resource needs to prevent the loss of valued employees. One of the key strengths of private organizations is that they encourage competition, high productivity, decrease cost

and inefficiency, and maintain the proper level of management and employees within the organizational system. These same traits must be adopted in all organizational systems because they create high performance in all organizational processes. Popovich stated that in order for organizations to become high performance oriented, the cultures must be changed due to the inter-relationships between the people and their work. Based on this principle, Popovich stated that by changing the organizations' diversity through the wide dispersion of work force, composition is prevalent in today's environment. New strategies must be adapted to coincide with the ongoing change efforts to meet effective operating and procedural processes for the organization. Leaders must discern that their strategies will encompass an effective way to produce cooperation, high efficiency, and participative roles to empower employees. There are several different types of strategies in which the organization can adopt, but the main emphasis must be to implement an open communication system within the organization to instill trust, transparency, and true value for all stakeholders internal and external to the organization.

Internal Systems & Processes of the High Performance Organization

Popovich identified accountability as one of the processes in which employees and organizations must be responsible to achieve results. He stated that people believe that organizations have cumbersome policies and processes whereby the hierarchical constraints inhibit value for the employee and delay services for their customers. Popovich believed that a four-step approach had to be implemented to effectively meet the growing demands of high performance capabilities of organizations:

1. Quantify the vision by translating it into specific measurable and achievable results.
2. The capacity to determine whether you have achieved your goals sets the precedent that the work force must be accountable for the results.
3. The government's organizational policies, programs, work processes, and culture must be able to facilitate the goals of the organization.
4. Cultivate an array of organizational change strategies, "Benchmarking", in order to guide the organization into a high performance organization.

Popovich stated that in order for a government organization to become high performance-oriented, the internal processes and procedures need to be questioned and reviewed to determine: 1) what the organization is doing now, 2) whether the organization has a strong relationship to achieve the outcomes it has defined, and 3) whether the organization has a plan to go about its objectives. Popovich believed that organizational change processes to create high performance organizations must come from changing the work processes. Organizational change will sustain itself by its fundamental change in work design, analysis and experimentation. The organization must attain its goals and objectives and cultivate high productivity and proficiency, and the employees should be rewarded based on their degree of accomplishments, skills and job competencies, as well as be given incentives to reinforce their ability to become successful team builders and leaders within the organization. The employees of any organization should receive tangible and intangible incentives to promote organizational effectiveness. Some of these compensation packages should include bonuses and increase salaries. For the intangible incentives, these packages should include promotions, awards, additional vacation/sick days and flexible working hours. The main emphasis will be to compensate employees tied directly to high performance to the organization.

CONCLUSION

Carnevale and Kiel's goal was to identify approaches to creating more efficient and high productive organizations. The basic principles are fundamental in which leaders in any organization must follow. The growing demands by citizens of the United States force both government and private organizations to conform to meet their stakeholders' demands. The old ways of conducting business, policies, processes and procedures must be changed to create value for all organizational stakeholders through the delivery of goods and services to all people.

AUTHOR INFORMATION

Dr. Joseph W. Kennedy is an Associate Professor with Edward Waters College, in the Department of Business Administration. Professor Kennedy's professional experience is diverse, his background includes administrative and faculty positions in academic institutions, such as Edward Waters College, the University of Florida, Saint Leo University and Nova Southeastern University. Professor Kennedy's research interests are in Education, Organizational Behavior, and Ethics, Dr. Kennedy's professional experience is in the following areas: management consulting, higher education, financial management, international travel industry, inventory control, small business management/entrepreneurship, commercial lending/mortgage lending, and commissioned officer, United States Army Corp of Engineers.

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