Organizational Change Model in a Geometric Framework

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ABSTRACT

Geometric strategy is an evolving academic discipline revealing considerable use in practice. It is useful across a broad spectrum of disciplines including those in genetics, advanced technologies, and business. Studies in geometric strategy extend into fields of spatial architectural designs (Pottman, 2009), genetic structures and behavior patterns (Klingenberg, 2001), and global marketing economies (Oestreicher, 2012). It is a mechanism for modeling complex characteristics that may have been conventionally detached from traditional analytic methods and protocols. Zeleny (2010) forwards the notion that strategic practices need to transform from a descriptive archetype to a strategy of reliability with measurable action. What is unique about this discipline is that the delay from research activities to industrial usage has decreased dramatically. This may be due to the fact that patterns and geometries are part of daily living, thereby necessitating acceptance on a different level than for other disciplines. The science of business is equally as complex. Management science is replete with theories on issues of managing human capital, team dynamics, behavioral psychology, relationships amongst groups, as well as many disciplines which drive commerce. Business systems have been developed to provide intuition at all levels of the organization. Bridging geometry and business strategy, although revolutionized several decades ago by McKinsey & Co., has been advancing in academia and practice to meet the ever-evolving demands of the marketplace. In this paper, a series of models are presented which integrate geometric strategies with an assortment of business characteristics within complex institutions. This proposal offers a clear set of visual models that can be adapted for use across a range of organization types. Moreover, because of the intrinsic design of adaptation, the models can be useful in quantitative and qualitative type organizations (Grassl, 2011; Sandelowski, 1995).

Keywords: Descriptive Analytics, Geometric Strategy, Predictive Analytics, Prescriptive Analytics, Strategic Leadership, Strategy

1. INTRODUCTION

Leading a large technology-driven multinational organization requires a unique set of skills. It has been said that the demands of all participants, particularly those in senior leadership, be proficient in the practices and sciences that organizations seek to cultivate. Such an organization needs to embrace the adroitness of managing unique and disparate individual provisions. Sometimes these provisions are easily attainable while others persist to disengage from obvious reach. This remains the creativity for leading an organization.

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This article will review theories prevalent in the field of leadership development and multiple representations in geometric strategy to propose a defined set of models for use in project data-driven organizations. From this perspective, the paper will offer proposals using visual models in order to gain a broader understanding of how the complexities of managing and leading an organization is both art and science (Crossen, et al, 2014).

Furthermore, a proposed model for a data-centric organization will be presented in order to consider how to optimize efficiencies in contemporary and future organizations. Using the quintessential consulting best-practices and organizational processes formulated by McKinsey & Co., a major global consultancy firm, the proposals in this paper will build upon this thirty year tradition. The primary objectives for this contribution is to bridge the gap of legacy practices and present-day needs in complex organizations while offering theoretical models on which to build.

1.1. Organization of This Article

It is generally accepted that managing large, data-centric organizations requires a holistic view in terms of conventional silo responsibilities (financial, marketing, knowledge management, customer interaction, inter-departmental collaborations, etc.).

This article: (1) provides a literature review; (2) assesses the historical determinants of a consultancy organization; (3) analyses contemporary business environment; and (4) proposes an organizational environment which can offer considerable adaptations possibly of best practices. There is a precedence for this research. Oestreicher (2011) had performed a similar analysis for the home entertainment industry and underpins his framework on analogous principles and methodologies in geometric strategy. This paper and subsequent adaptations to the framework, however, are unique and can be extrapolated for use in other environments such as those in consultancy firms, mid-sized organizations, or global multinational corporations (MNCs). Subsequently, it is my contention that the proposals in this paper be designed for transferability for obvious reasons. That is, as the underlying structures of a competitive business and their neighboring trends remain transitory or fleeting, it is meaningful to increment timely opportunities.

As organizations continue to operate with quantitative and qualitative data, academic research can be of constructive use in practice. Using that precept, the paper will correspondingly use a brief review of several McKinsey & Company processes and practices as the baseline consultancy firm. The paper will proceed discussing the present environment (α) and a proposed (β) organizational model which use composite graphical views.

2. LITERATURE REVIEW

Influences in transformational and transactional leadership defined by James MacGregor Burns has impacted the practice in business for many decades, particularly in areas of employee motivations. Managers motivate direct subordinates using different motivational paradigms in hopes to affect positively their decision-making capabilities. The goal of the participants in the transaction largely depends on mutually agreed upon expectations and outcomes. The aftereffects of employing a certain strategy may impact one’s immediate or long-term morale or performance. Transformational leaders possess the burden of guiding people to optimize their potential to achieve at a higher level because of their motivational capacity (Burns, 2003).

Fostering these principles, Bernard Bass expounded on these initial theories. Bass (1991) suggests that transactional and transformational management techniques can be easily attained through training programs and diligence in employee observation which was not made significant by Burns. According to Bass: “Managers who behave like transformational leaders are more likely to be seen by their colleagues and employees as … effective leaders” (1991, p.21). Such a perception garners trust,
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