

Strategic Management Development and Transformation for Organisations

Khaliq Ur Rehman Cheema and Awais Inayat

Author(s) Biography

Khaliq Ur Rehman Cheema is PhD fellow at School of Business and Economics, University of Management and Technology Lahore
Email: khaliqcheema@gmail.com

Awais Inayat is MS Scholar at National College of Business Administration and Economics Lahore.
Email: awaisinayat@gmail.com

ABSTRACT: *This term paper will explore that, living in such turbulent surroundings what kind of strategies are needed to be developed for the business so that they can lead business processes in a successful manner in this uncertain world of business. First part of the paper contains the approaches of development or transformation in strategic management. Later part of the paper will be explaining the different aspects and also discussed how improvement or change can take place in an organization. Development requires adding more skill to the employees to enhance their abilities, cognitions, and knowledge about performing their duties and transformation simply means changing altogether system. After that paper will discuss about the advocates of the development or transformation, from which conclusion can be drawn that which strategy organization needs to adopt for its survival in turbulent and rapidly changing environment where survival of the fittest does not work.*

Keywords: Strategic Management, Transformation, Development, Change, and Improvement

The Japan lost Second World War; it was the time that showed us the people which brought the improvement and change by their dynamic thoughts. That was the time which highlighted the processes of improvement and change. Dr. W. Edwards Deming (1900-1993) was an American, who motivated the Japanese to rebuild their nation. 1950's onwards he served his life to Japan's top management to improve their product quality, design and their methods of management as well.

Organizations strongly believe that they can adjust in to the situation, so they decide their general policies once, could be easier to stick to the working in a well manner. Stability would be there for the proper functioning of an organisation. Moving to the down side of stability is inertia. It's due to the unwillingness or hopelessness to change. The reason could be the ambiguity or uncertainty that necessarily accompany strategic shift. It is common that individuals and departments resist change because they believe that their interest will be damaged (Allison, 1969).

Improvement is a continuous process for the advancement in processes, product and services. The efforts are needed to be embraced for a longer period of time if an organization really wants to improve their systems, and want to survive. Original challenge in improvement is, organizations don't want to go for the "Win- loss" situation. Like, a drug clears the stomach problem while it's causing the high blood pressure and the heart as well. Same like if our improvement obviously giving rewards to more than one on others cost, is best for the short run.

For instance it could give rewards to manager and profits to the Owners, which is suffering customers and employees as well. If customer not satisfied will leave and employees are not going to take interest in their work. Any sort of organisation can fail in this situation thought belong to Government Sector or Private sector. Improvement in this scenario on sided change, downsizing, reengineering or reinventing would not correct the situation.

If organizations want to go for the "win-win" situation, they have to come up with creative change which could give their best at low prices and generates the high turnover which will cause increase in volumes. For this organizations have to find out the creative potential which usually remains unused.

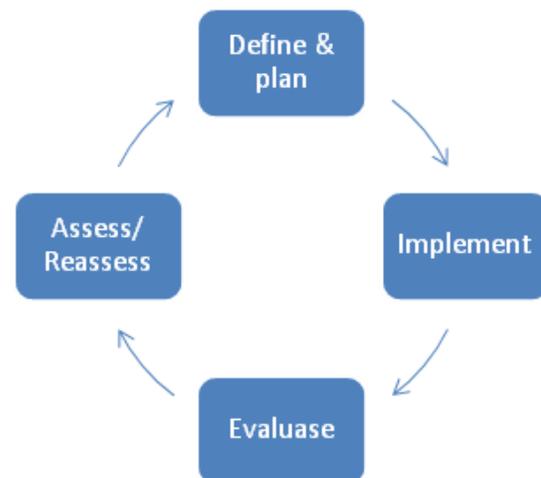
It is to understand we are not to mix the concept of creative behaviour with creative potential. What we do is known as behaviour and social conditions mould or restrict our behaviour. Potential includes all those stuffs

which we could perform, most of the people have more potential but might be they are not aware of. We cannot conclude that a person is not creative because he exhibits his creative behaviour rarely.

People mask their self to hide their creative efforts calculatedly. It does not mean that they are having criminal behaviour, because in child hood every one learns "I don't know". So this does not mean a person is not in the situation he can do this rather might be he is not motivated enough to take the step ahead. Various factors are involved there is a possibility of that he is not knowing his creative behaviour.

Development or Transformation

Improvement is take place for which we are working continuously, it could be on any side might be we are working for the motivation of the people or might be working for the betterment of the system or could be for the system improvement for which we are working for. Everything take place gradually it's not as certain as the people talk about change. Usually the earth quick is the example which is quoted as best for change. It occurs after a disaster and new things take place.



Above diagram shows the continuous improvement process. Assess is the process in which we gather the information of potential improvement. Survey is to be done at all levels and the thought of the kizan are to be keeping in mind the concept of dissatisfaction in the status quo.

Define and plan contain that which thing is to prioritize and we are to keep all the things simple. We are to ensure that scope, strategy and objectives. Implementation: let we share the initiative strategy through communication. A team is to be engaged with this and enough support should be there that people

could help themselves. Evaluate the processes frequently against the initiative goals, the measurement should be simple and easy don't make them as complex as others cannot understand them.

Change is to alter; to make different; to cause to pass from one state to another; as, to change the position, character, or appearance of a thing; to change the countenance.

(<http://www.brainyquote.com/words/ch/change142810.html#rMePxWyQYmJk7q7M.99>)

There are three organisational characteristics for smooth change. First: all employees working for the organisation must commit for the continuous improvement. This attitude could lead to the satisfaction that its always done for the betterment. Second, the employees working in the organisation must have continuously learning behaviour. People working for the organisation must update their knowledge constantly.

Learning is the thing through which learning, unlearning are going in hand to hand situation, updating the previous knowledge with the best new available. Third: every single person belongs to the organisation would be motivated for the continuous adopt. It is for that we can adjust according to the outer situations taking places. strategists are to be aware of all this and have to make flexible strategies which could be adjusted regarding situation rather than going for a new strategy. Pattern of the long term organisation change is not smooth but episodic. Its divided into small amount of periods of instability, on the same time the revolutionary changes take place. Change usually divided into two types.

Discontinuous Change is not constant and steady but it is abrupt like an earth quick, in which the resistance give way. Where resistance becomes zero and recovery starts. Individuals have solid believe that they could adjust in to the situation, so the organisation decides their general policies once, could be easier to stick to the working in a well manner. Stability would be there for the proper functioning of an organisation. Moving to the down side of stability is inertia. Its due to the unwillingness or hopelessness to change. The reason could be the ambiguity or uncertainty that necessarily accompany strategic shift. It is common that individuals and departments resist change because they believe that their interest will be damaged.

Continuously change is not like to shift like an earth quick. In a general view its look like a fault of the organisation that they are moving like earth quick. Discontinuous change has its own life cycle but the revolutionary change is based on the strong backbends

of the organisations. If the organisation is not in situation to go for the continuous change then organisation could change it to discontinuous change for the fixing with in the short period of time.

Organisations have divided into 7S interconnected elements, these can be changed, system, structure, Strategy, staff, skill and superordinate goals. Mintzberg & Westly (1992) the simple framework proposed by them. First we are to clarify the change in spheres and second are to clear between various levels of change, broader view, and narrowest view. At various levels the things are changing and performing many things in a unique manner.

Different thoughts were introduced with the passage of time. Kaizan gave a concept which was quite simple and natural, It was as natural that many Japanese were possessing it and even they do not know about it. Kaizan said the companies cannot remain same for the long period of time. Masaaki Imai (1996) just rejected the concept without knowing the true facts. In simple word is improvement, which leads an ongoing development comprised the management and the employees.

Talking about the managers, he said higher the post, higher the responsibility or answerable to the management. On the contrast the person working at the bottom level are works for the whole day on the managers instruction. It became as famous as if we ask to any Japanese manager what are you practicing the reply will be the same as Kaizan. Improvement can only be achieved when all the worker are aiming high. There are some things which we cannot spare from the Japanese manager is maintenance and improvement. Improvement can be divided into two parts named as Kaizan and innovation. Innovation is an extreme improvement to status quo as a bulk investment in new technology and on the other hand small efforts are made in status quo for ongoing improvement.

Conclusion

In this modern era where the situations are shifting with in no time and the strategies are to be flexible rather than the fixed, which could be adjusted according to the situation. There are some certain conditions and situation under which we have to go from improvement and there are some areas where we have to implement the change. Strategies have to be developed with the accurate combination, and as a combination, improvement and change both are necessary because if one is like backbone then the other is like blood. In case anyone is missing, it will not be possible for the organisation to run smoothly.

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