PARADIGM SHIFTS AND OTHER PREREQUISITES TO FACILITATE THE INSTITUTIONALISING OF STRATEGY IN SOUTH AFRICAN ORGANISATIONS

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South African organisations must undergo a mind shift and adhere to certain prerequisites to survive and be successful. It is evident that companies not changing their mindsets will not survive and be able to create a sustainable competitive advantage and to compete in world markets. Companies have to solve new problems with new paradigms, constantly create something better, something new, create new markets as opposed to increasing market share. The Third Wave development will lead to societal transformation. Moving to Third Wave will imply growth organisations to act like small entrepreneurial businesses that will have the benefit of speed and simplicity but also be able to implement strategy more effectively.   Time is of the essence. South African companies have no other option but to move swiftly. The transformation from second to third wave is inevitable.

Key phrases:
mental revolution = changing old habits; meta strategic vision = the ability to visualise change; network structures = referring to the development of self-directed work teams; paradigm shift = new way of doing things

THE PURPOSE AND INTRODUCTION

The purpose of this article is to indicate that typical South African organisations should undergo a mind shift and adhere to certain prerequisites, in the near future, before engaging in strategic thinking merely for survival. It is evident that companies not changing their mindsets will not survive and be able to create competitive advantage to compete in world markets. For the purpose of the discussion the emphasis will first fall on paradigm shifts and then on other possible prerequisites to make strategic thinking viable.

PARADIGM SHIFTS

A paradigm indicates a fundamental way of doing things. It is a mindset, or even a mind-twist. It can be compared to a road map - a map showing how things should be done.

The paradigm core structure embodies the core elements of the paradigm, the theory or philosophy underpinning the way things are done. The paradigm formulation is the translation of the paradigm core structure to a workable and implement able policy (Barnes 1992). The paradigm application is the effective application of policy in practice and it is on this level where it can be ascertained whether a paradigm is functioning or not. If the paradigm is successful, it will strengthen the paradigm core structure, but if unsolvable

problems arise, the core structure will come under pressure to adapt. If pressure on the paradigm is maintained for a long time, a paradigm shift is likely (Kroon 1996).

One must remember that paradigms are dynamic frameworks, and are continuously changing with regard to their relevance and applicability. It is true to say that management philosophy has to fit into the new age, it has to become a "mental revolution" both for management and for the organisation at all levels (Duncan & Van Matre 1990). To understand this 'mental revolution" it is important to know where we are coming from to determine where we are going or where we should be to be competitive world-class companies.

We look at first and second wave management to determine what we should not be, and then investigate third and fourth wave management theory, as well as the fifth discipline, in order to acknowledge were we should go.

The first wave

Waves are probably the best metaphor to use. Waves are powerful, timeless, unstoppable and inevitable. Originally all countries experienced an agricultural and mining era during which the communities' existence was ensured through the cultivation of crops, stock breeding and hunting. Management was simple and limited to production and survival. This period can be identified as the first wave.

The second wave

The second wave follows the industrialisation era, with more job opportunities, increased knowledge, and machines taking over the work of humans. This period is characterised by autocracy, bureaucracy and structures with standardisation, rules and regulations, as well as security and stability. Other aspects that are also very obvious are the specialisation and synchronisation of production processes. The second wave theory is not wrong but the recent demands indicate that the second wave has become outdated and inapplicable.

The third wave

According to literature, the need for third wave organisations was identified for the first time in 1980 by Alvin Toffler (Sculley 1990). Toffler (1980) indicated that organisations should become multi-purpose, not just see themselves as economic entities, but become involved in ecology, politics and the social environment; indeed they should be involved in the complete spectrum of activities to which each individual is exposed. This philosophy is especially concerned with the fact that the impact of organisations is felt over the full spectrum (pollution, bribery, poisonous products which are distributed, atomic danger, stress, shift work with its social impact, and much more) and that organisations should thus be held responsible for these phenomena. Toffler (1980) predicted that the organisations were not prepared to accept these responsibilities and that a change in management was essential to be able to adapt to these changes. This vision displayed by Toffler (1980), as well as the

dramatic changes in the fields of technology and competition, lead to the birth of the third wave organisation. South Africa, with its rapid change, is currently at the forefront of the development of third wave management and is confronted by the three concepts which will form the basis of the new model of business management:

- A *climate of creativity, innovation and adaptability:* Management must create the climate. Creativity and innovation must actively be promoted. Change must not be resisted; it must be actively sought.

- *Entrepreneurship:* The ability to recognise opportunities and to take risks.

- *Meta strategy vision:* The ability to visualise change (Scully, 1990).

The ability to adapt to change is one of the most important differences between second and third wave organisations. The second wave organisation is hindered by its inflexibility and its stability, and it has a strong resistance to change. Especially in South Africa where the pace of change increases daily, second wave organisations will be forced to change their image and become third wave organisations. The contrasting management characteristics can be identified (referring only to a few characteristics) (see Table 1):

Third wave companies are the emerging forms, not only for high-tech companies, but also for all institutions. Simply put, the source of their strength lies in change – in the ability to transform their products and organisation in response to changes in the economy, in social habits, in customer interests. By contrast, the source of strength in industrial-age companies is stability. Everything about them is geared towards establishing stability – including their emphasis on title and rank rather than on making a difference, on structure over flexibility, on putting the institution's needs before the individual's. No wonder the second wave company is slow to respond to external changes.

TABLE 1: CONTRASTING MANAGEMENT PARADIGMS

Characteristic	Second wave	Third wave
Organisation	Hierarchy	Network
Output	Market share	Market creation
Focus	Institution	Individual
Style	Structured	Flexible
Source of strength	Stability	Change
Structure	Self-sufficiency	Inter-dependencies
Culture	Tradition	Genetic code
Mission	Goals/strategic plans	Identify/directions/values
Leadership	Dogmatic	Inspirational
Quality	Affordable best	No compromise

Expectations	Security	Personal growth
Status	Title and rank	Making a difference
Resources	Cash	Information
Advantage	Better sameness	Meaningful differences
Motivation	To complete	To build

What the *second wave company model* often lacks are the ingredients that will determine success in the information age: flexibility, creativity and innovation. All are hampered because each level of the hierarchy in a second wave company is a filter. Every level has the right to say no, but seldom does it also have the right to say yes. If good ideas percolate to the top of the organisation, they do so slowly. That means new products and new emerging markets are not quickly seen in a second wave company. That was acceptable when time was not a factor.

For further discussion it is important to take note of the following characteristics:

Focus: individual versus institution
In third wave companies we take conflict for granted, while most second wave companies ignore its existence. We exist for our people, who are our lifeblood, not the other way around (Sculley 1990). Promotion, salary and bonuses motivate second wave people. Third wave people are motivated by commitment to an ideology, by the chance personally to change the world, the chance to grow as a person. The second wave company does not offer this as a possibility, not in the promise of lifetime employment and the lure of a pension. They are playing according to a different standard – their own, not the company's. Their attitudes are based on the possible rather than on the actual. They must, as a result, be given high rewards for their high risk.

Style: Flexibility
Reorganisation, in fact, is looked at positively. In many corporations, it is viewed with anxiety. People wonder, "Where do I go, what will I do?" That is especially true in companies that have had no lay-offs or have cradle-to-grave employment policies. In third wave companies it is constant change. People expect buildings, structures, offices, and people to change. Organisations should not have permanence.

Source of strength: Change
"Business has a serious responsibility to: (a) remain viable, create wealth, and generate jobs and opportunities for personal growth, (b) to sensitise people to the need for change; and (c) to help them learn new behaviours and thus bring about change" (Manning 1987). We must recognise the pressing need for change, a need driven by the growing shift in consciousness.

Peter & Austin (1990) assert that the organisation that wishes to survive will need to be adaptable. This can be called the cycle of self-renewal. Self-renewal depends on us doing something else, something more, something different, something new. Comfortable as we might feel with the past, we cannot hang on to it. We must move away from it. We must test

the future. This self-renewal in business requires that we do three things: analyse, atomise and energise.

The above means moving from second wave to third wave and as Nasser & Vivier (1993) put it: "… moving to new generation and on to counter-trend organisations ..." Counter-trend describes new generation organisations which are able to perform despite environmental turbulence – that is, to "*buck the trend*" of economic performance. They are typified by their ability to create value despite the many negative factors – including the deteriorating mindset – which surround them. They have a strong belief in their own ability to make things happen. They can overcome their tunnel vision and aversion to risk in order to become "can do" organisations (Nasser & Vivier 1993).

Structure and leadership
In this context one must also refer to the network organisation. The beauty of a network is that it has no centre. It is a process more than a structure, composed of modular groups that establish themselves to take on specific tasks – not to build fiefdoms as traditional ' departments' do. Depending on the situation, the leader can thus also be a follower and a peer, offering inspiration, not his own dogmatic view. The corporate leader is not necessarily a paragon of wisdom: in most second wave companies he/she is the end product of a process of elimination, not a process of cultivation where talent and ideas shine.

Why is the network so important? Because that is the natural course of how ideas flow. Third wave companies are designed for management by dissent. Second wave companies are built to foster consent, which is considered healthy. Apple computer would never have developed the products or principles it did if not for the love for colliding ideas.

Structure has no permanence. Third wave companies are not necessarily centralised or decentralised. There are times when you want to change structures. The network shifts to accommodate the change. The network is made up of temporary teams that are formed and then disbanded as events necessitate. The network also calls for fewer employees.

Expectations: Personal growth
As has already been stated, third-wave people are motivated by commitment to an ideology, by the chance personally to change the world, the chance to grow as a person. If our organisations are to survive, work must be given meaning. It must have significance for those who work. They must satisfy their own needs for personal growth and achievement, even as they satisfy their organisation's need for self-renewal (Manning 1987).

It is true to say that the differences between second- and third-wave companies require vast revolutions in attitude and behaviour. These differences are worth nothing during the time of transition. The transition is essential for survival.

The management style of the third wave must necessarily fit in with modern changes in the local environment, for example the unpredictable political and economic climate, the increased demands made by consumers, urbanisation and the rapid change in the social

environment. Restricting rules and structures must be reconsidered and a more flexible approach must be adopted. Participatory decision-making, inspirational, creative thought, the implementation of job enrichment, motivational strategies and the active search for change will provide the foundation for future management. This entails moving from the traditional to the more versatile organisation, the latter of which exhibits the following characteristics: a belief that multi-disciplinary teams are necessary for creativity (as opposed to a traditional belief that mass production reduces cost and that customisation is expensive); a focus on meeting individual customer requirements; blurred boundaries within and beyond the business where skills, information, and resources are shared with customers and other businesses; continuous learning; flexibility; and an empowered workforce inspired by vision and values. The following important values are also fostered, including: innovation/service and quality; speed and flexibility; thinking beyond traditional boundaries and learning; movement and change; empowered people (Nasser & Vivier 1993).

The above-explored versatile organisation requires a shift of organisational focus. Table 2 illuminates this shift in focus:

In summary, new generation organisation leaders tend to project the following key characteristics, they are versatile; are fleet-footed; are assertive and tough; constantly think about new products; apply "light government" with a clear focus; are visionary, intuitive and Quick Starts; stay close to the customer; are flexible, but do not want to be caught up in excessive routines; spend more time communicating with their employees than operating; clearly define the priorities and the strategy; have a passion for performance towards goal attainment; effectively work in teams and encourage open thinking; to move quickly; command loyalty, trust and respect; use positional power sparingly and influencing power in abundance, thereby allowing others to take charge of their own destinies; are sensitive to organisational culture and know-how to reshape the organisation's culture; detest clutter and complexity, and prefer speed and simplicity; understand the notion of value-adding; are dynamic and positive in their outlook on life; are exceptionally high on personal energy; spend time thinking at a strategic level, questioning and challenging the thinking of their key executives; do a great deal of frame-braking and trail-blazing work; surround themselves with a team of executives of varying cognitive and conative strengths; anticipate and create change in the midst of opportunity or uncertainty; and persevere with great courage (Maynard & Mehrtens 1993).

An overview of fourth wave management

To get to the fourth wave, an organisation has to progress from second to third and then extend itself to the fourth wave. There are no short cuts. The fourth is by all means an extension of the third. The ultimate is to progress to the fifth discipline, also known as the *learning organisation*. The future of management thought will reflect the quality revolution and the global effectiveness in management. The basic philosophy of the fourth wave is: "We are one and choose to co-create" (Maynard & Mehrtens 1993).

TABLE 2: THE SHIFT IN ORGANISATIONAL FOCUS	
FOCUS FROM	**FOCUS TO**
Products	Customer
Output orientation	Result orientation
Hierarchical structures	Varied structures/Network
Activity based rewards	Contribution based rewards
Large organisations	Smaller business units
Command and control methods	Empowered people
Output at any cost	Streamlined value added
Technology based competition	Time and cost based competition
Tolerance for defect	Zero defect
Transaction driven	Information driven

The following are basic characteristics of the fourth wave:

- global stewardship – it is a shift away from business being conducted purely for profit towards a wider range of stewardship. Business overtaking the public sector as the basic provider of wealth and stability around the globe;
- the fourth wave organisation wants to leave a valuable legacy for the future;
- quality of life and the alignment with the natural order is part of creating wealth in the fourth wave;
- the corporate structure is one that emphasises the community model where the motive is service and the focus is on the community;
- the new organisation within the fourth wave places priority on the ability to let people feel safe and a deep sense of trust exists;
- a close integration of corporate work and family life;
- corporations will become lifelong learning organisations, where structural violence does not exist;
- the fourth wave organisation fights against substance abuse, spousal and child abuse, crime, and addictive relationships;
- creates a wellness in the workplace by emphasising: recreational centres, a non-smoking environment, drug abuse clinics, stress reduction seminars, mental health clinics, and active support against workaholism
- the fourth waves believes in environmental rehabilitation;
- it is information-driven, which becomes a competitive advantage which is sustainable;
- the fourth wave organisation will act as an exemplar for other institutions in society - as an advocate of the living economy, practising social source accounting;
- the game is changing, business is being challenged to recognise and accept a new role on the global scene;
- the shaper of the future of planet earth and a leader in global society;
- act like small entrepreneurial businesses which have the benefit of speed and simplicity, at the same time enjoying the size and resources of the large organisation; and
- not only will strategic alignment be important, but also the ability to create strategic alliances with partners co-creating in a win-win situation.

Linked to the idea of a new corporate structure that emphasises the community model, is the aspect of dealing with structural violence within the structure. Employees live in fear of being punished or being intimidated. Sometimes it boils down to keep your mouth shut and do not make waves. Dealing with corporate violence means to address it in a linguistic, social and economic fashion. This facilitates the creation of the wellness in the fourth wave workplace.

Regarding the issue of environmental orientation the fourth wave proclaims the following characteristics: an appreciation of the earth as a living presence and major corporate stakeholder; a realisation that economics and ecology are integrated and that operations must be consistent with ecological laws; a focus on integration of life and fulfilment of purpose where all living systems are recognised and preservation is actively pursued; environmental protection is pursued as a way of life with no distinction being made between the commons and personal property; and the development of new industries in the filed of environmentalism.

Technology development is another issue that is emphasised by the fourth wave, where technology is developed in full accordance with the principles of appropriate technology; creativity and innovation are maximised by a full marriage of intuition and the rational mind; corporations assume a leadership role in technology assessment; and ethical concerns are integrated with all aspects of corporate life.

THE LEARNING ORGANISATION (FIFTH DISCIPLINE)

A learning organisation is one that is " …continually expanding its capacity to create its future". A learning organisation is one that is constantly changing to meet new needs of people, markets and technologies – and one that is innovative and highly creative in solving problems.   The learning organisation is the result of five interactive, interdependent "disciplines" or fields of learning:

Personal mastery
Representing the spirit of the learning organisation, personal mastery refers to discipline of personal growth and learning. The term "mastery" suggests a special level of proficiency in both personal and professional aspects of organisational life, and has nothing to do with gaining dominance over people or things (Senge 1995).

People with a high level of personal mastery share several basic characteristics: they have a special sense of purpose that lies behind their vision and goals; they have learned how to perceive and work with forces of change rather than resisting it; they are deeply inquisitive, committed to see reality more and more accurately; and they feel a part of the larger change process; influencing it, but never unilaterally controlling it.

Mental models

New insights often fail to be put into practice because they conflict with deeply held images of how the world works – images that limit us to familiar ways of thinking and acting. That is why the discipline of mental models – surfacing, testing and improving our internal pictures of how the world works – promises to be a major breakthrough for building learning organisations. Mental models can be simple generalisations such as "people are untrustworthy" or they can be complex theories, such as why the management of your company act the way they do (Senge 1995).

If mental models can impede learning – freezing companies in outmoded practices – why can't they also help accelerate learning? Firstly, key assumptions about the business have to be brought to the surface. Secondly, learning skills have to be developed in order to allow individuals to learn to adopt new mental models. Assumptions inhibiting change have to be broken down to specific images and tested to ensure their accuracy. If proven to be false assumptions, new mental models have to be learned, through understanding and agreement on the truth of the new assumptions.

Shared vision

At its simplest level, a shared vision is the answer to the question, "What do we want to create?" Shared vision includes pictures that people throughout the organisation carry of a future state – shared vision is a force of impressive power in people's hearts. A vision is truly shared when two people have a similar picture and are committed to one another having it. When people truly share a vision they are connected, bound together by a common aspiration.

Shared vision is vital to the learning organisation because it provides the focus and energy for learning. Real learning only occurs when people are striving to accomplish something that matters deeply to them. In fact, the whole idea of the learning organisation will be meaningless until people become excited about some vision that they truly want to accomplish (Senge 1995).

Today, "vision" is a familiar concept in corporate leadership. When you look carefully, though, you find that most visions are one person's of a group's vision imposed on a whole organisation. Such visions, at best, command compliance, not commitment. Shared vision is a vision that many people are truly committed to, because it reflects their own personal vision.

Team learning

Team learning is the process of aligning and developing the capacity of the team to create the results its members truly desire. It builds on the discipline of developing a shared vision. It also builds on the discipline of personal mastery, for talented teams are made up of talented individuals. Within organisations, team learning has three critical dimensions.

- *Firstly*, there is the need to think insightfully about complex issues. Here, teams must learn how to tap the potential for many minds to be more intelligent than one mind.

- *Secondly*, there is the need for innovative, co-ordinated action. Outstanding teams in organisations develop an "operational trust" – where each team member remains conscious of other team members and can be counted on to act in ways that complement each other's actions.

- *Thirdly*, there is the role of team members on other teams. A learning team continually fosters other learning teams through spreading the practices and skills of team learning more broadly.

The discipline of team learning involves mastering the practices of dialogue and discussion, the two distinct ways in which teams converse. In dialogue, there is a free and creative exploration of complex issues, a deep listening to one another and suspending of one's own views. By contrast, in discussion, different views are presented and defended and there is a search for the best view to support decisions that must be made at this time (Senge, 1995).

Systems thinking

This discipline integrates the first four, fusing them into a coherent body of thought and action. By enhancing each of the other disciplines, it continually reminds us that the disciplines are interrelated and that the whole can exceed the sum of its parts. For example, vision without systems thinking ends op painting lovely pictures of the future with no deep understanding of the forces that must be mastered, or the learning that must take place, to get from here to there.

Systems thinking also needs the disciplines of shared vision, mental models, team learning and personal mastery to realise its potential. Building shared vision fosters a commitment to the long term. Mental models focus on the openness needed to unearth shortcomings in our present ways of seeing the world.

Team learning develops the skills of groups of people to look for the larger picture that lies beyond individual perspectives. And personal mastery fosters the personal motivation to continually learn how our actions affect the world.

This last discipline, *systems thinking, is the core discipline of the learning organisation*. At the heart of the learning organisation is a shift of mind – from seeing ourselves as separate from the world to connected to the world, from seeing problems caused by someone or something else, to seeing how our actions create the problems we experience.

A learning organisation is a place where people are continually discovering how they create their reality, and how they can change it. In summary,table 3 indicates the characteristics of the learning organisation.

TABLE 3: CHARACTERISTICS OF LEARNING ORGANISATIONS

- A learning climate: Competence is rewarded and celebrated. Mistakes are openly acknowledge, and used for learning.
- Committed leadership: Leadership is strong, clear and consistent. Leaders set the course.
- Empowerment and high involvement: Individuals are responsible and accountable for their relationships and their work, and are empowered to act.
- Open communication and feedback: There is high trust and respect among all levels and groups. Information flows freely and quickly. People speak openly and candidly with each other.
- Focus on results: The organisation has a bias for action, focuses on profitability and high performance.
- Customer focus: Internal and external customer needs and expectations are clear and understood. All employees collect information about what's going on outside.
- Enabling organisation design: The organisational structure and systems facilitate learning.
- Self-development opportunities: Opportunities to learn and grow are multiple and carefully chosen.
- Inter-company learning: People participate in joint learning events with suppliers, customers and other stakeholders.

OTHER PREREQUISITES TO MAKE THE STRATEGIC THINKING PROCESS SUCCESSFUL

These pre-requisites include the following:

Success

Make sure that your strategic thinking process is a success by following these principles:
- Shared vision (ensure that there is a clear statement to where the change is taking you and that it is understood by everyone).
- Understand the organisation
- Cultural alignment (try to ensure that change is made in ways that are close to the way things are normally done).
- Communication.
- Experienced help where necessary.
- Strong leadership.
- Stakeholder buy-in (ensure that everyone with a "stake" in the program has bought-in, where stakeholders can be employees, managers, shareholders, suppliers, government.)

Visionary management

Visionary management is important.

Firstly, it gives you something to strive for. With vision you create stability in the minds of people who live in a world that is changing so rapidly that the old patterns and the old way of doing things no longer apply.

- *Secondly*: It enhances your chance of success. A country or an organisation or a person who has not constructed a vision or a dream about his future for himself does not have as good a chance of success as one who has.

The purpose of visionary management is that it gives you a method of grasping a new future for yourself. This can happen in three ways:
- it helps you to create dreams of things, which do not yet exist;
- it gives you the ability to creatively group together things which are not obviously related in order to create the unthinkable;
- it gives you a hand in the creation, shaping and development of your own future.

Successful visionary management requires that certain important requirements be met by your visions in order to present you with something achievable and manageable. These include:
- Vision comes from top management and top management must set time aside for it.
- Vision is created by team effort.
- Vision demands commitment.
- The vision must be understandable and able to be communicated.
- The creation of a vision must not rest simply upon an extrapolation of past experience
- The vision must be removed far enough from current reality to be able to create something really new.
- Your vision must patently be part of the greater whole in which it is trying to gain a foothold. However, your vision should be sufficiently independent of reality within the total system of which it forms a part.

"Any" vision is not acceptable because it sounds nice and revolutionary.

Total commitment

There is an old saying that states: "Commitment always starts at the top – if top management is not committed, no one in the organisation will be committed". Commitment is part of getting everybody involved. It is the starting point of being participative. Everybody in the organisation must be committed to make the organisation successful. Commitment needs shared vision; belief in the future; sharing aspirations; joining hands; and constant and sound communication.

Participative management

Participative management can be *defined* as the systems, processes and practices in terms of which employees can participate directly or indirectly in management's decision-making. Participative management is also more than simply employee-involvement and refers to real influencing of management decisions.

The following conditions for efficient participative management can usually be identified.

- **Character traits of subordinates** – For participative management to be implemented efficiently, subordinates will have to possess certain traits of which two are vital. Firstly, they must have the need to participate (i.e. an interest in the wider implications of their jobs and in decisions which influence them). Secondly, subordinates must possess a certain minimum level of competence and knowledge for any participative management programme to be successful.

- **Organisation culture** – This is one of the prime determinants of the success or failure of participative management. There must be an internal transformation within the organisation to enable a culture that is receptive to the participation of employees.

- **Management commitment** – Participative management will succeed only when top management believe in it, encourage it and apply it in their day-to-day relationships with their subordinates.

- **Training for participation** – It is a fact that management cannot switch from an authoritarian management system to a participative management system overnight and then expect employees to respond immediately. Employees must be trained so that they will know what is expected from them and how they are expected to act.

- **A total approach** – Employee participation is usually instituted on the shop floor where management and workers have direct contact. What often happens is that the levels in between are ignored, although these levels can be significantly affected by the decisions taken. Employees at all levels of an organisation must therefore have the opportunity to participate in decisions that affect them.

Management by walking (wandering) around (MBWA)

Purpose: The manager's job is to utilise a broad network of contacts and sources of information, formal and informal, in order to perform his function.

Nature: The application of visible management by moving around, listening, communicating formally, training and facilitating. This implies regular visits to his subordinates at their working stations, and also contact with different people at different levels.

Value: It enables the manager to keep in touch with the situation and at the same time to gather strategically valuable information.

Important principles include: MBWA is the code word for exceptionally efficient leadership; plan MBWA; MBWA is part of a management style; take MBWA for granted; also apply "Management by Phoning Around"; create an open-door policy; create room for lateral communication; make MBWA a motto and a way of life; the process depends upon absolute

integrity - the chain of command is neither damaged nor broken; and master the ability to listen naively.

Time management

"Time is precious". "Time is money". "If only I had the time". What is this much sought-after commodity: time? Why do we never have enough of it? Many people think that their time is controlled externally, and suffer anxiety and stress because of it. In reality, you can manage yourself and those around in such a way that your time does not slip away unproductively.

Management by objectives (MBO)

As early as 1954, Peter Drucker became one of the first writers to emphasise the importance of goal-orientation in the management process. This resulted in the development of the concept of Management by Objectives (MBO). Management by objectives can be defined as the process whereby top management formulates goals for the business and the lower management levels, and workers participate in the development of departmental and individuals goals and objectives within the framework of the business goals. The goals and objectives can serve as motivation and can be used to continually measure progress and to take corrective action (Kroon 1996).

The crux of the philosophy of management by objectives lies in the participatory process whereby managers and subordinates can together determine measurable expected results or objectives, in terms of the overall goals and each employee's responsibility, against which progress and final performance can be measured. The emphasis is on participation and self-control. It is true to say that the process of management by objectives is a network of goals and objectives in the organisation. One might call this the "cascading principle" whereby all goals and objectives, throughout the organisation, from the top to the bottom are linked up. Each level of management converts the primary goals and objectives into related goals and objectives for their particular level and this occurs down the chain of command to the final goals and objectives for workers on the lowest level. This ensures that the goals and objectives on all levels are compatible with those on the highest level and even linked up to the vision and mission statement of the organisation.

It is true to say that various requirements have to be met for the successful functioning of MBO, these include: management commitment and involvement; participation of all personnel on all levels of the organisation; reaching consensus between managers and subordinates on goal and objective setting; clear and flexible goals and objectives; and remuneration linked to performance.

Managing conflict
Conflict refers to perceived or experienced incompatible differences within the individual or between two or more individuals, which may lead to some or other form of opposition. Whether these differences really exist or not is not the point – the person's experience of a difference already implies conflict. This definition includes all kinds of conflict – subtle,

indirect, controlled, that which stems from aggressive actions such as strikes, riots, or war, or the typical experience of mixed feelings (Hellriegel & Slocum 1989).

Conflict can arise from different potential sources, including the number and variety of interdepartmental contracts; differences in departmental goals; different perspectives held by members of different departments; ambiguity in jurisdiction and responsibility; inter-group competition for scarce resources; varying time horizons.

A conflict-free organisation does not exist, however conflict can be functional to the organisation when it is well managed, and thereby enable optimal performance and self-criticism.

Managing culture

As part of managing change in the organisation it is important to take note of the importance of a climate and culture for change.

Organisational culture is defined as a set of assumptions that members of the organisation share in common. It refers to inner values, beliefs, rituals, operating style, ethical standards, key policies and procedures, style with which things are done, traditions, people's attitudes and feelings, stories that are frequently told and vibrations which surround the work environment.

When change is inevitable, then culture needs to be changed. It is therefore important to take note that the movement is away from the present (current) culture to a future culture. After the current culture has been identified, management must devise a plan to move toward the future state.

LINKING PARADIGM CHANGES TO STRATEGIC THINKING SPECIFICALLY INSTITUTIONALISING THE STRATEGY

As Maynard & Mehrtens(1993) stated: "Strategic planning must focus on leaving a valuable legacy for the future, and business must be viewed as a means to gain personal fulfilment and serve others". The corporate mindset is "I may change things, I can change things and I must change things". This new approach is one of equalisation of opportunities and is described as "*row with us, grow with us*". In recent decades business has emerged as the dominant institution in the global culture. We have to address the challenges of globalisation and the global mindset. Business has to take up the global responsibility and citizenship. *Think globally while acting locally*.

Since 1984 much research has culminated in a growing awareness that it is unrealistic to separate formulation of strategy from implementation. This research also underlines the centrality of the chief executive to the whole process. The '*commander model*' is where the whole process is under the control of the CEO. Then followed the '*change model*' where the CEO tries to make change happen. The '*collaborative model*' attempts to enhance

implementation by broadening participation. The *'cultural model'* aims to carry strategy to the lower levels of the organisation as a means of obtaining commitment. The *'crescive model'* (to grow) is one in which strategy comes up from the bottom of the organisation, where the CEO encourages management at lower levels to develop, champion and implement sound strategies. Room is left for innovation and entrepreneurship. This model represents an increasing attention to bringing implementation forward in the strategic management process. The 'crescive model' implies that, by the time the strategy has emerged, it is virtually in its implementation. Formulation and implementation occurs simultaneously.

When it comes to strategic implementation a number of findings emerge, namely: there has been a false dichotomy between formulation and implementation of strategy; strategy implementation has been neglected relative to strategy formulation; there are many variables associated with strategy implementation; and analysis of these variables has suggested a rationalisation to consist of structure, processes and systems.

It seems quite apparent that implementation has been left to just 'happen'. It is quite evident that HRM has a strategic role to play. This integrates the newer concept of strategic management with HRM. A concept of capability planning consisting of structure, systems and processes is utilised both in the formulation of strategy and in design of implementation.

Without successful implementation, a strategy is but a fantasy …

Strategy implementation: Institutionalising the strategy

Successful strategy implementation requires certain basic and additional actions.

Strategy and structure
Chandler's research suggested that, once a strategy has been selected, it is necessary to consider the structure needed to carry out the strategy. It will be unwise to attempt to implement a new strategy with the aid of an existing organisational structure. New strategy requires new structure. The transition from a hierarchy to a network structure (third wave) needs to be investigated in the process of pursuing the varied structures required by the third and forth wave.

Strategy and technology
As in the case of structure, new strategy requires new technology.

Strategy and culture
To implement a new strategy, the full co-operation of all employees must be obtained. People in the organisation represent organisational culture. The further the proposed strategy is removed from the existing organisational culture, the more difficult it will be to make the strategy succeed. This means moving the whole organisational culture into alignment with strategy. A strong culture and a tight strategy-culture fit are powerful levers for influencing people to do their jobs better.

Strategy and reward systems

Part of a strategy implementer's job is to devise motivational practices that build wholehearted commitment and winning attitudes among employees.

Strategy and leadership

Leadership will of necessity come strongly to the fore as a new direction is pursued and the future is dealt with in a "different" manner. Strong leadership is virtually essential in achieving effective strategy execution. Leadership provides focus and direction, meaningful decision making hierarchy, and assistance towards solving problems. What we need is visionary, strategic, and team leadership. Leadership style and content are key determinants of strategy, especially where they involve a more collegiate and less authoritarian approach. In these circumstances, new skills and roles will certainly alter the balance between the organisation and the related strategy.

Contemporary strategic implementation

Nowadays demands on corporate strategists are increasingly heavy, as strategic implementation is becoming more complex. Therefore, there is a need to develop a conceptual model to integrate and make the theory of strategy implementation easier to understand and apply. Pettigrew (Lau 2002) developed this conceptual model that represents three implementation levels, namely, context, content and process of strategy implementation.

This model provides a guide for implementation that should be regarded as a continuous process occurring in a given context. Context is a type of situation of an organisation in terms of configuration. Chakravarthy (1987) suggests that the lack of fit between a strategic plan and its context could result in strategic plans tending not to be subjected to corrective action. Thus, different contexts do have different impacts on strategy implementation. *Technology availability is one of the major factors to differentiate various contexts.*

The *entrepreneurial context* has a direct impact on strategic implementation. The formulation of strategy must cope with the uncertainty and risk of that period of an entrepreneurship's development due to the undefined competitive and unsettled industry structure (Porter 1980). Regarding the innovative context, technological changes are true innovations and have placed the company as a market leader.

Viljoen (1994) identifies the *ethical context*. The success of the strategy and the organisation should be measured in terms of its contribution towards the society.

With a clear understanding of and familiarisation with the organisation context, top managers can plan the most suitable actions and activities to ensure the success of the strategy implementation, so that the organisation can operate more effectively.

Most companies' strategies are burdened with undue complexity. They are bogged down in principles that produce similar responses to competition. Therefore, problems often occur

during implementation and may affect how fast and how well plans are put into action. There are numerous reasons that contribute to implementation failure. Those reasons for failure may be outside managerial control but, in other circumstances, they may fall under management's responsibility.

Throughout this discussion reference was made to the important role of technology and information technology. In this regard we have to accept a more organic, supportive, and empowered-oriented approach when dealing with the importance of information technology. Increasing competition, complex change, and initiatives such as business process re-engineering, force organisations to adopt the organisational support paradigm. This will include the following:

- Information is crucial to management strategic thinking and the implementation of the strategy.

- Executive information provided by systems that provide customised summary information and the ability to 'drill down'.

CONCLUSION

The question may be asked: "What do we need in South Africa to survive and be competitive with the best in the world?" What do we need to make strategic implementation more successful?

The following issues are important: to solve new problems with new paradigms (not the other way around); to constantly create something better, something new; market creation as opposed to market share; new structural development and getting away from the idea that South African companies are the best copycats in the world (structure has no permanence); getting rid of structural violence; making a constant meaningful difference; the creation of harmony between task and people orientation as opposed to task vs. people orientation; moving away from: 'We are separate and must compete' to' We are one and choose to co-create'; changing managerial roles to ones with new expectations: institutional leaders, supportive coaches and aggressive entrepreneurs; matching competencies to customers; managing the business not the numbers; devoting more effort to individual needs; the emergence of the corporate soul- moral and value-driven; total customer orientation- value advantage over competitors and ability to deliver a world class service; and creating responsive organisations that exhibit the following: optimal size; customer response; strategic response; speed; technological response - information management becomes a competitive advantage; organic structure - a horizontal organisation with rapid response and customer focus - the learning organisation as the ultimate of horizontal coordination with a strong adaptive culture; and organising for environmental response - repair, recondition, re-use and recycle - the need is for integrated operations which are consistent to ecological laws.

The influence of the second and third wave means that we have to live with two different worldviews- one increasingly outdated and the other just beginning to realise. In time third wave will lead to societal transformation. Moving to third wave will imply growth organisations to act like small entrepreneurial businesses that have the benefit of speed and simplicity but also enjoy the benefits of the size and resources of large organisations.

Time is of the essence. South African companies have no other option but to move swiftly. The transformation from second to third wave, new generation organisations is inevitable.

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