LEADING TRANSFORMATION #72:

THREATS TO ORGANIZATIONAL CONTINUATION

1. BUREAUCRACY

A delicate balance between Professionalism and Entrepreneurship needs to be maintained in order to ensure continuity. When Professionalism gets rid of the spirit of Entrepreneurship, the result is Bureaucracy. Bureaucracy is characterized by Legalism, Traditionalism and Policing.

2. ‘SUCCESS ENTREPRENEURSHIP’ TRAP

When something really needs to be done, people turn to organizations that have been successful in the past. Over time, such organizations can be overtasked to the point of ineffectiveness. Worst still, such organizations can also suffer from a “superhuman syndrome;” seeing themselves as natural entrepreneurs of success. They attempt things outside the original boundaries of their mission. The leaders of such organizations will simply not accept failure; insisting on success at the expense of the core business of the organization. The result is loss of concentration and focus; and ultimately relevance and effectiveness.

3. ENTITLEMENT TRAP

Leaders who have served for a long period of time and/or contributed immensely to the success of organizations can develop unhealthy senses of Entitlement. They feel their organizations owe them. They can then shift leadership emphasis to compensations and rewards at the expense of organizational effectiveness. The sacrificial and risk-taking culture that contributed to success is replaced by increasing internal consumption of organizational resources.

3. INVISIBLE LEADERS

Every organization has heroes and heroines. Sometimes these champions become untouchable. They are generally exempted from organizational guidelines and policies. The result is the sacrificing of organizational Core Values and Principles in the interest of Personalities. Personality Cults ultimately destroy the moral compass (direction), morality, and morale of organizations.

4. INTERNAL MORAL DEGENERATION

Most organizations implode before they explode. Moral decline happens slowly with seemingly insignificant compromises. Over time, institutions get used to practices they would not have tolerated in the past. Compromises in ethics and values are at the heart of internal degeneration. Moral degeneration ultimately results in explosive scandals that mark the beginning of the end.

REFLECTION QUESTIONS

1. What threats does your organization have to address to avoid Death?

2. What can be done to address these threats in order to ensure continuity?