LEADING TRANSFORMATION #73

ENSURING ORGANIZATIONAL CONTINUATION

It is essential to overcome the Threats to Continuation in Organizations—Bureaucracy, Success Entrepreneurship Trap, Sense of Entitlement, Invisible Leaders, Internal Moral Degeneration—in order to empower current and future leaders to take the organizations to higher levels of development and performance. The following are some essential steps to overcoming Threats to Organizational Continuation.

REALIGN TO CORE MISSION

Effective organizational leadership requires continual revisiting of the Core Vision and Mission. Honest answers to the following questions are vital. Why was the organization set up in the first place? What was the original Vision and Mission? What would it take to realign leadership and operations to the original Vision and Mission?

Unless there is compelling reason to change the original Vision or Mission, it is imperative for leadership to make the tough decisions necessary for recovering and re-centralizing the organizational Core Vision and Mission.

RECOVER CORE VALUES

Values have to do with organizational ethos or character. The expression of the Values results in Organizational Culture. In essence, Values determine the Internal Identity (character) and External Identity (culture) of organizations. When Values are lost, organizational Brands are also lost.

Recovery of Values requires believing again in what the organization stands for, and what it promises to deliver to society.

CALL INVISIBLE LEADERS TO ORDER

Realignment to Vision and Mission, and the Recovery of Values cannot happen without calling Invisible Leaders to order. The calling of Invisible Leaders to order may require giving them ultimatum to “shape up” or “shape out.”

PROMOTE PARTNERSHIPS

A key strategy for avoiding organizational decline through Bureaucracy or Moral Degeneration is to grow through Partnerships. This means engaging like-minded institutions to own and run with other necessary initiatives whilst sticking to the Core Business—Core Vision and Mission, and Values. This creates space for Entrepreneurs to lead other developing and necessary initiatives without compromising the given Core Business and proven Organizational Competencies.

This should be done in the spirit of Collaborative Leadership that leads to Higher Performance in the Organizational Life Cycle.

REFLECTION QUESTIONS

1. What do you need to do differently to ensure the continuation of your organization?

2. How should you shape up as an individual leader in order to contribute most effectively to the continuation of the organization?