

ADAPTIVE ORGANIZATIONS FOR FAST CHANGING MARKETS

WIRKSAME UMSETZUNG STRATEGISCHER ENTSCHEIDUNGEN IN PROFITORIENTIERTEN UNTERNEHMEN

Dissertation zur Erlangung des Doktorgrades
an der Julius-Maximilians-Universität Würzburg

Dipl.-Kff. Dagmar Woetzel



Lehrstuhl für BWL und
Wirtschaftsinformatik



The established logic doesn't fit any more

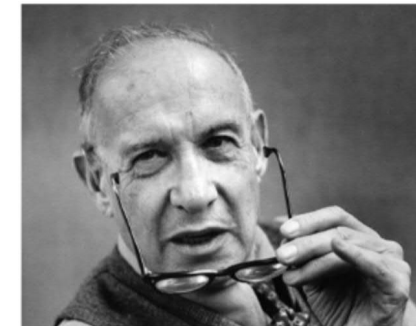
"... the acceleration of innovation and the velocity of disruption <...> constitute a source of constant surprise, even for the best connected and most well informed."

(Klaus Schwab 2016)



„The greatest danger in times of turbulence is not the turbulence – It is to act with yesterday's logic.“

(Peter Drucker, zitiert aus change factory)



<https://www.youtube.com/watch?v=F5D-ty9MvnE>

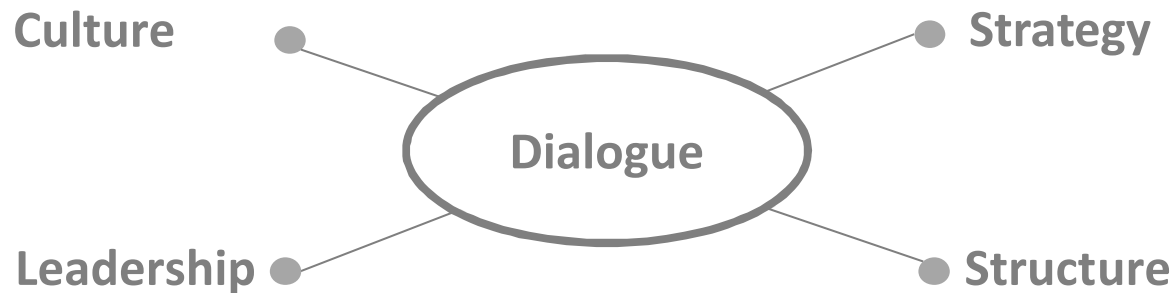
„In 2020, 75% of the Fortune 500 will have names one has never heard of.“

(Patrick Forth 2014)

What is the **new logic** for Volatility | Uncertainty | Complexity | Ambiguity?

The Agenda follows the Development

- Motivation and Development of the Research Question
- Paradigm change for the Age of Digitalization
- Adaptive Organization

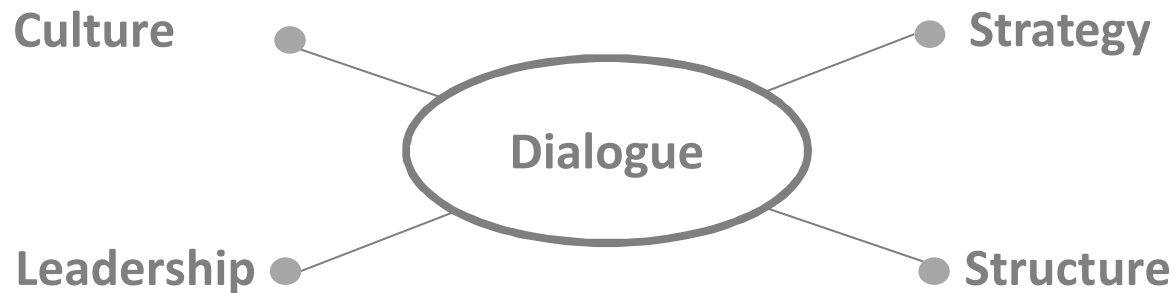


- Transformation
- Perspective

*New source / insight after
completion of thesis*

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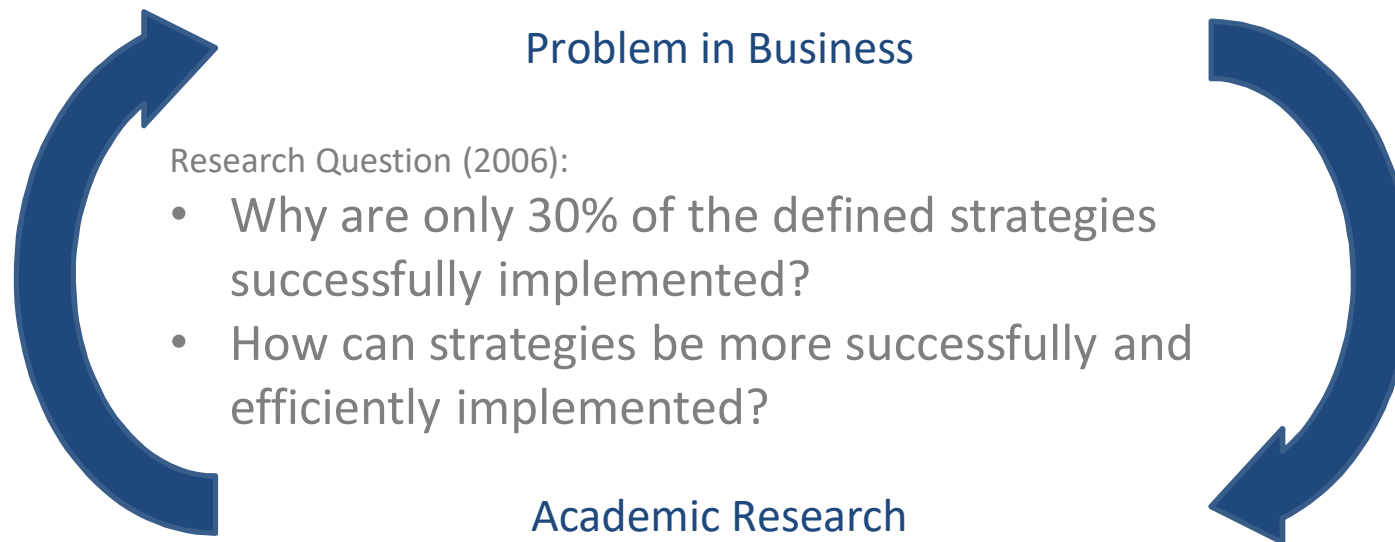


- Transformation
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Are academic research results missing?

70-90% of all strategies are **not implemented** despite available methods!

(Kaplan und Norton 2006 | Hamel und Zanini 2014)



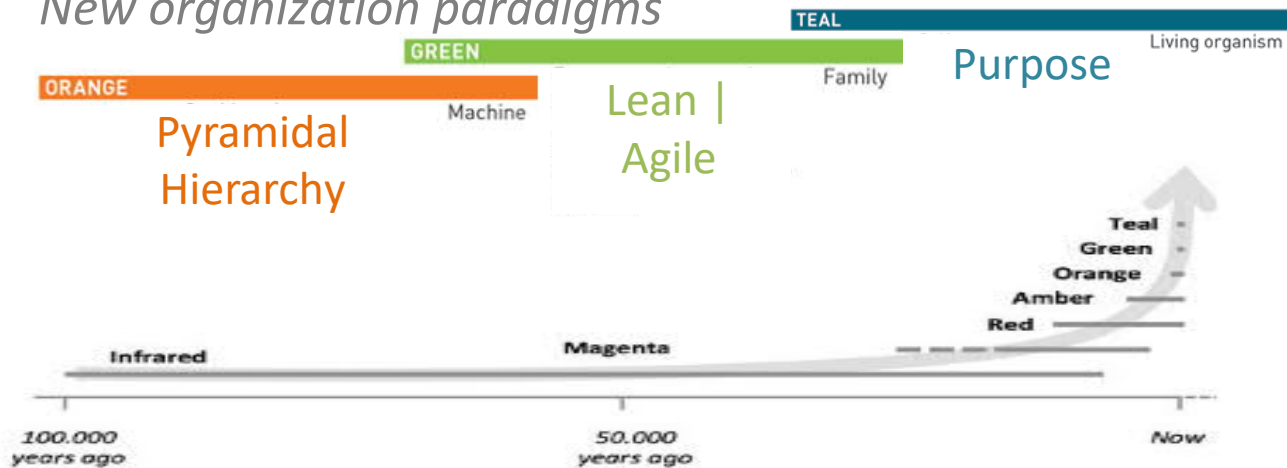
New insights – new solution space

Education Political Science
 Economics Healthcare Neurobiology
 Diagnostics Psychology Sociology
 Management Business & Biology
 Leadership Administration Evolution Theory

“By <...> concentrating on systems that can survive and indeed benefit from such surprises, we can triumph over volatility.”

(Stanley McCrystal 2015)

New organization paradigms



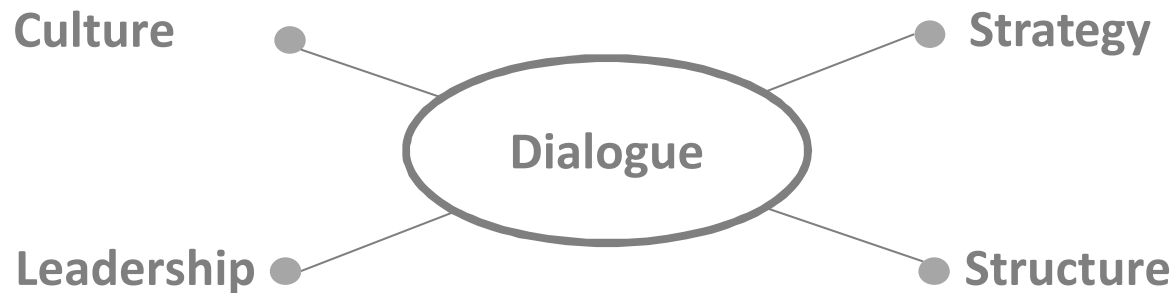
(Frederic Laloux 2014)

Updated Research Question (2015):

How is an **adaptive organization** built and nurtured, that is appropriately adaptive to internal and external developments?

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Companies need a Paradigm shift

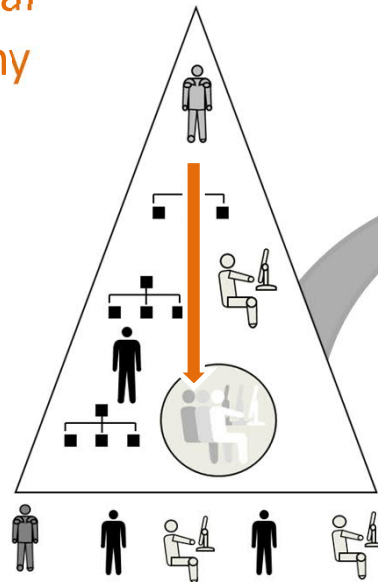
„Give Control to where the Information is ... and create Leaders, not Followers.”

(Dave Marquet 2012)

ORANGE

Pyramidal
Hierarchy

Machine

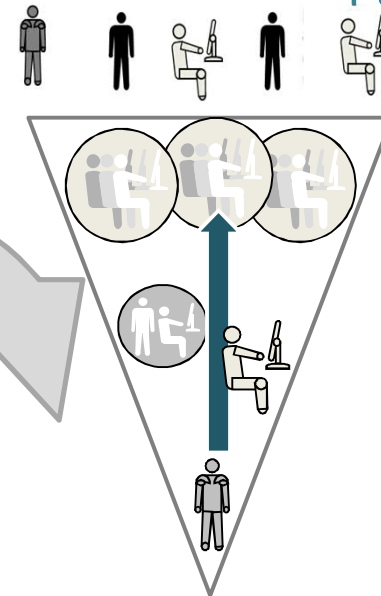


Focus: **Efficiency**
(known, repetitive, plannable)

TEAL

Purpose

Living organism



Focus: **Adaptability**
(fast, flexible, iterative)

Adaptability in a volatile business environment leads to business success.

„ ... and profits will follow!”

(Steve Denning 2012)

All areas are affected by the Paradigm shift



Bundesministerium
für Arbeit und Soziales

ZUKUNFTSDIALOG

*Neue Arbeit.
Neue Sicherheit.*

Zukunftsdialog
Neue Arbeit braucht neue Sicherheit. Im Zukunftsdialog diskutieren wir zentrale Fragen der Arbeits- und Sozialpolitik.

*zusammenarbeiten.
zusammenhalten.*

Im Zukunftsdialog können Bürgerinnen und Bürger ihre Anliegen zur Zukunft der Arbeit und des Sozialstaats in vier Themenfeldern einbringen. Jetzt hier online - Machen Sie mit!

- Sozialstaat**
Sozialstaat weiterdenken
- Soziale Sicherheit**
Soziale Sicherheit gestalten
- Digitalisierung**
Arbeiten im digitalen Wandel
- Qualifizierung**
Qualifizieren für die Arbeit von morgen

CONSCIOUS CAPITALISM®

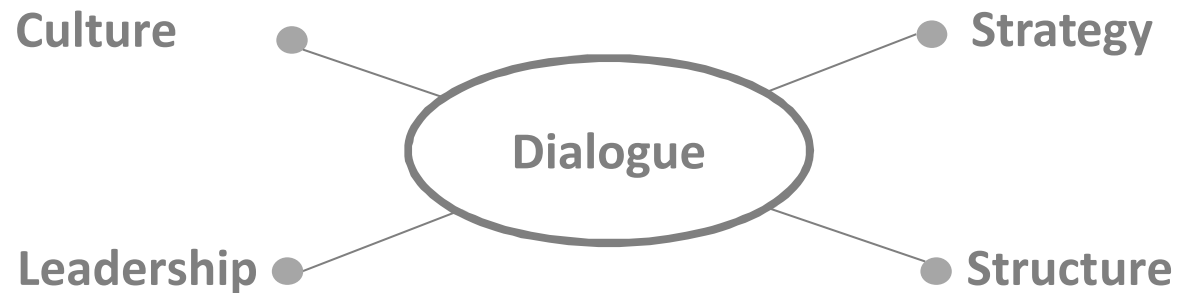
Deloitte. Suchen

Human Capital Trends 2018
Der Aufstieg der „sozialen Organisation“

The new logic needs renewal in the social support systems and the purpose of for-profit organizations.

The Agenda follows the Development

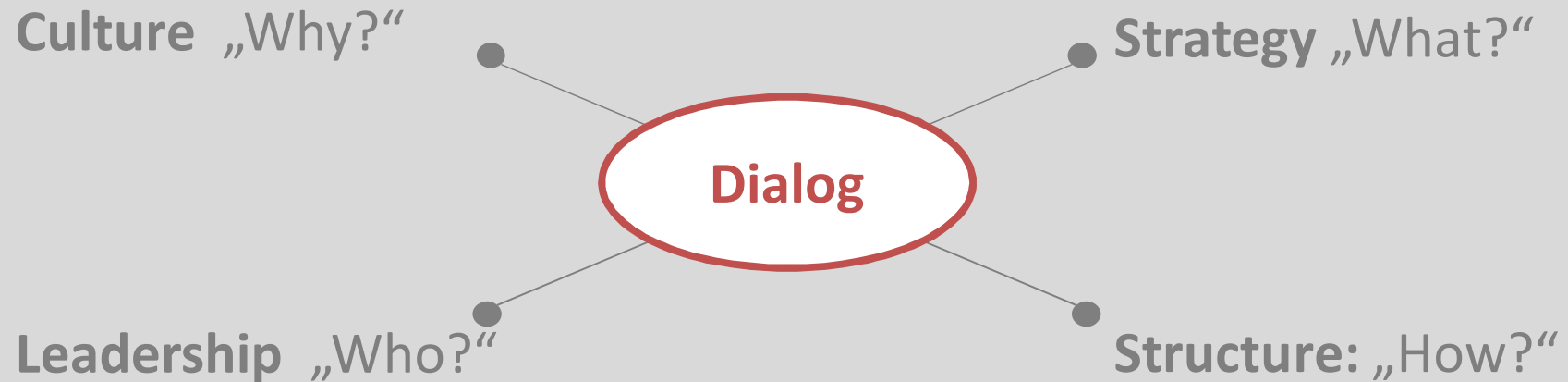
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- Paradigm change for the Age of Digitalization
- **Adaptive Organization**



- Transformation
- Perspective

The new logic builds on five dimensions

Adaptability is created when all dimensions are developed **considering each other** with regard to the whole system.



Information Technology | Human Resources | **Finances | ...**

Finance can *„make or break“* progress towards an adaptive organization.

Strategy provides orientation and is highly cooperative

„The real challenge in crafting strategy lies in detecting the *subtle* discontinuities that may undermine a business in the future. And for that, there is no technique, no program, just a *sharp mind in touch with the situation.*“

(Henry Mintzberg zitiert aus Moore und LeNir 2011)

ORANGE

Strategic Management

- Sustainable competitive advantage
- Structural barriers

(Michael Porter, 1996)

Machine

TEAL

Strategic Thinking

- Transitory competitive advantage
- „Discovery driven“ planning

(Henry Mintzberg, 1994)

Living organism



„Strategy becomes everybody’s everyday job.“

(Kaplan und Norton 2006)

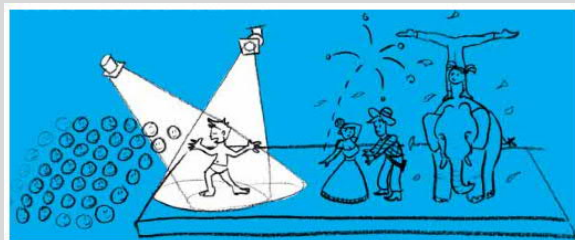
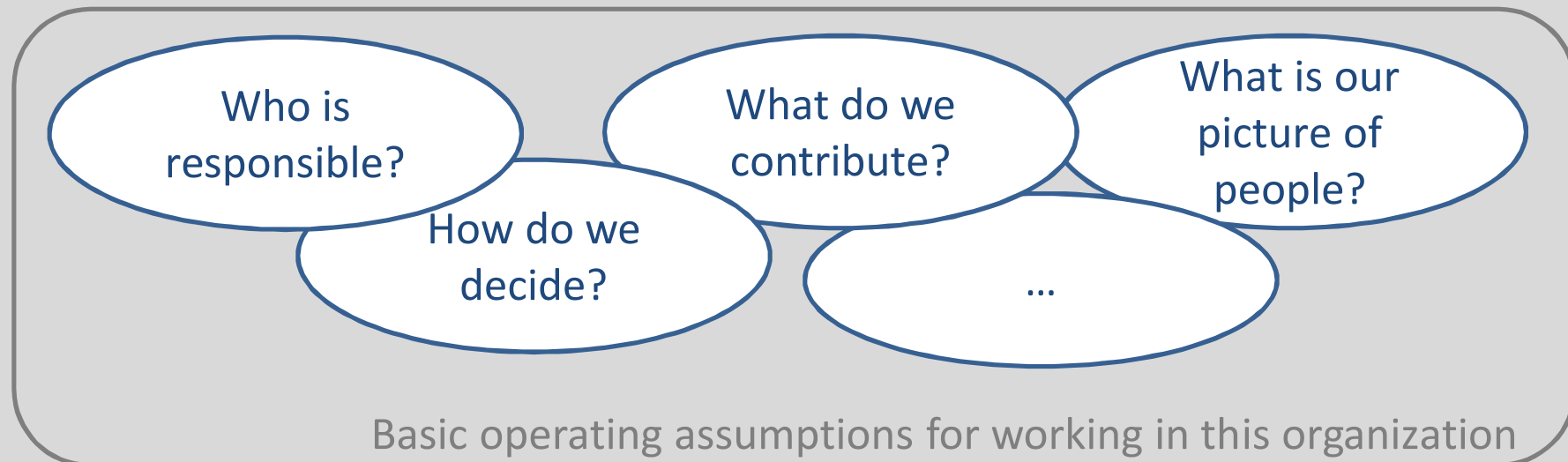
„The new strategy rulebook = reconfiguration.
Organizations are shape-shifters, managing *continuous morphing*...“

(Rita McGrath 2013)

Culture of Responsibility, Trust and Helpfulness

Culture is the sum of „*this-is-how-we-do-things-here-stories*“.

(Bersin et al 2016 | Vallaster 2009)



(Pfläging und Hermann 2015)

Well staged experiences can inspire people to write **new stories**.

(Unter Verwendung von Bernd Schmid, 2015)

„One bad story kills a thousand good ones.“

(Teilnehmer PLM Benchmarking 2012)

Leaders are overwhelmed

„A leader is there to set the stage, not to perform on it....”

(Blekman und Olof 2011)

Leader

Innovate!

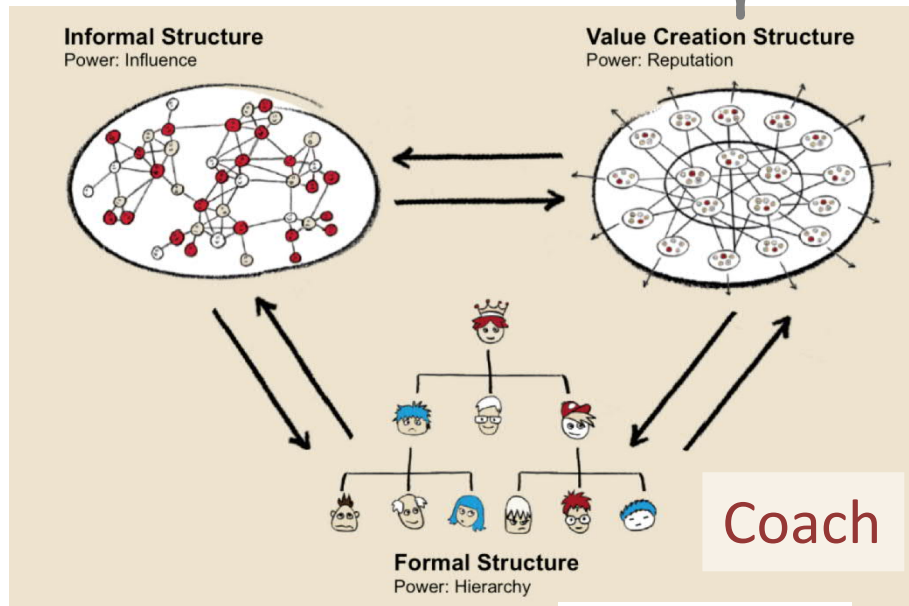
Agile, fast, opportunity-seeking

Manager

Deliver!

Reliable, efficient, stability-creating

(unter Verwendung von John Kotter 2014)



Expert

Help people to develop (supportive Leadership) and ensures Compliance

Executive

Purpose: Holding the space

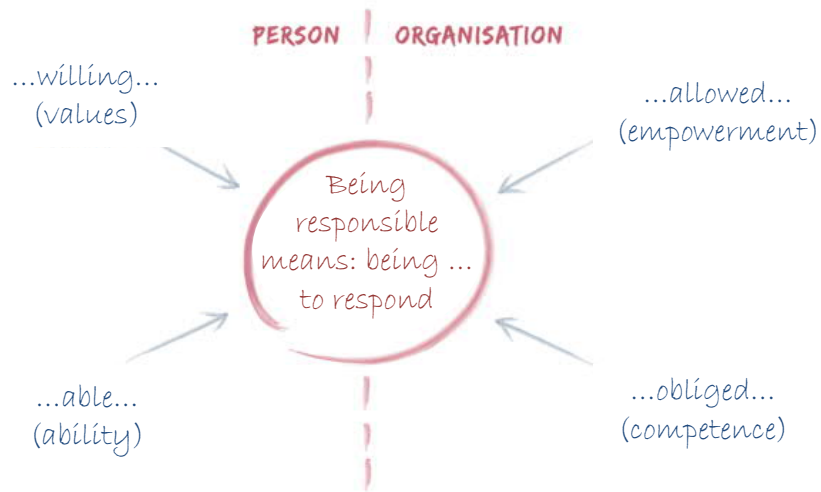
„Leaders: Eyes on, hands off!”

(Stanley McChrystal 2015)

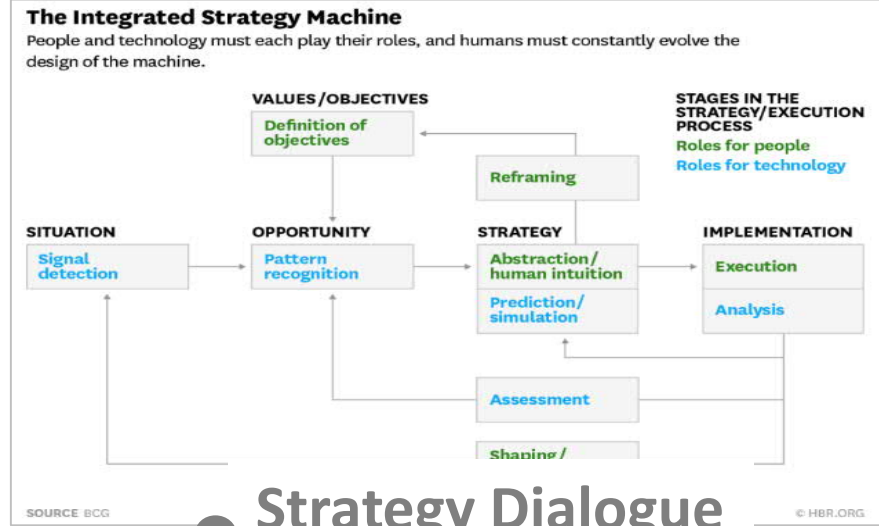
SENIOR MANAGERS NEED TO MAKE THEIR DISTANCE AND THE PERSPECTIVE IT BRINGS PRESENT TO THEIR TEAMS.

(Yves Morieux 2018)

Dialogue is designed fitting to the stage



Responsibility dialogue



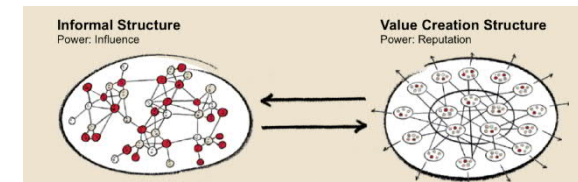
Strategy Dialogue



Mindful
Appreciative
Respectful

Role and
Relationship Dialog

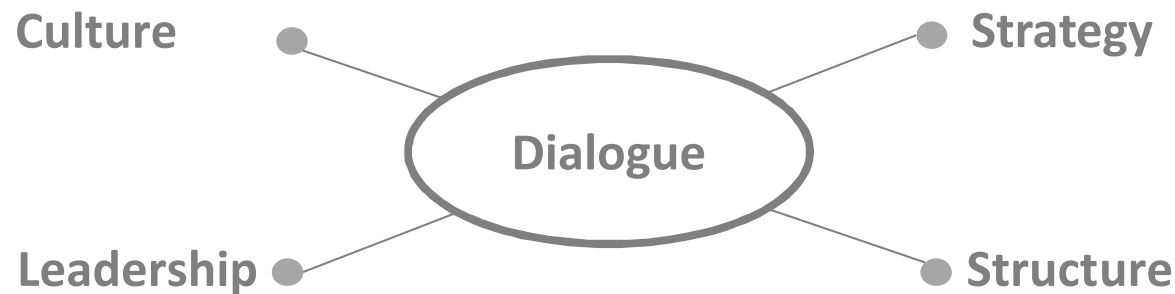
Leadership dialogue



Adaptability becomes the **only sustainable competitive advantage.**

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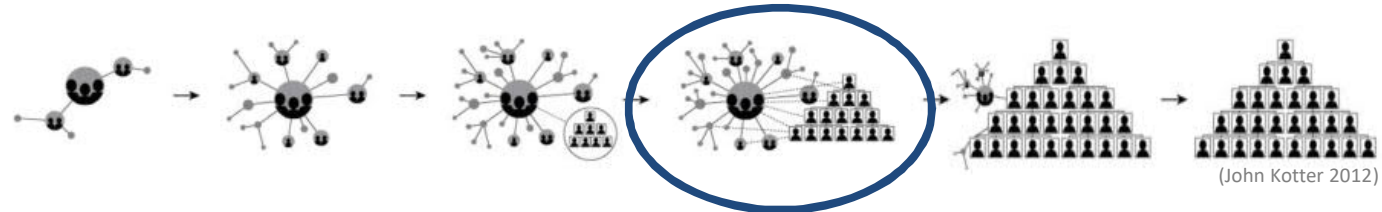


- Transformation
- Perspective

Each cell has it's own business logic



The question is continuously: what is **right now good enough** for our success?



In a **dual work mode**, all employees can take **roles** for a specific time in innovation or delivery and are all appreciated for their contribution.

strategy+business

November 13, 2018

INNOVATION

Redefiners Are Doing Digital Right

Companies that have the digital aspiration of fundamentally changing their operating model can face disruption head-on.

by [Tom Puthiyamadam](#), [David Clarke](#), and [Scott Likens](#)

„Continuing to do what is necessary to keep the existing business profitable while simultaneously investing to develop new revenue streams that might have little or nothing to do with how they operate now, is a herculean task.”

The new logic is **Vision | Understanding | Clarity | Adaptability!**

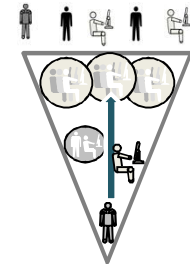
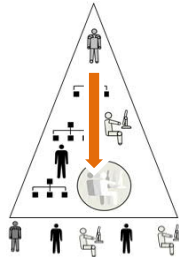
Based on <http://eliesha.com>

The difference lies in the point of view, not in the methods

*„Dialogic and Diagnostic OD are not two different things – they are **different ways of thinking.**”*

(Bushe und Marchak 2015)

ORANGE	Machine	TEAL	Living organism
	Diagnostic OD		Dialogic OD
	Positivism Objective Reality	Ontology	Interpretive, Constructionist Social Reality
	Open Systems	Organizations are	Dialogic Networks
	Behavior and Results	Emphasis on	Discourse and Generativity
	Planned Episodic More developmental	Change is	Emergent Continuous and iterative More transformational
	Stay apart at the margins Partner with	Consultants	Are immersed with Part of
	Hierarchical Start at top, work down	Change Processes	Heterarchical Start anywhere, spread out

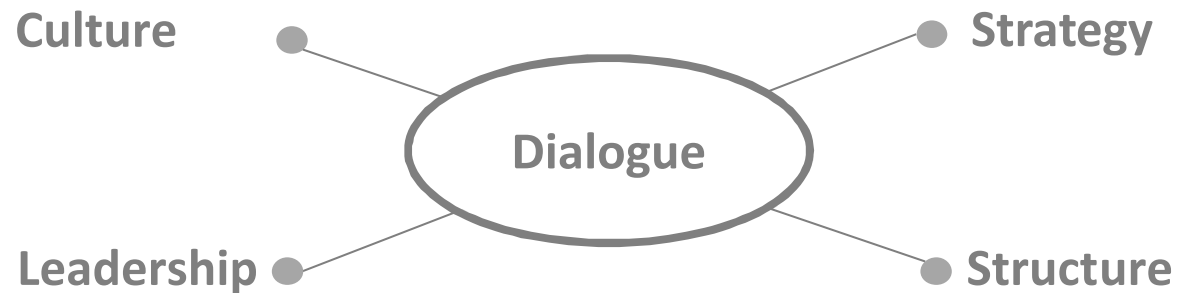


*„The emphasis on the concept of “moves” is important <...> because it implies **action without necessarily having a plan or solution in mind.**”*

(Ed Schein 2016)

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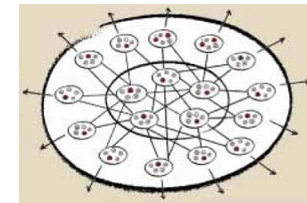
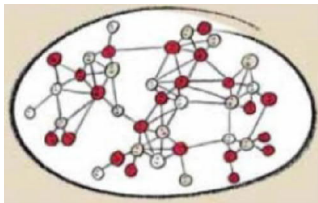
Options to further develop the new logic

Expert Network
in all organizations

Prototypes for Structure
of adaptive Organizations
Network | Cell | Team

Development of
informal Leadership

Execution in Business



Develop adequately adaptive
organizations as base for
sustainable global wealth.

Academic Basis

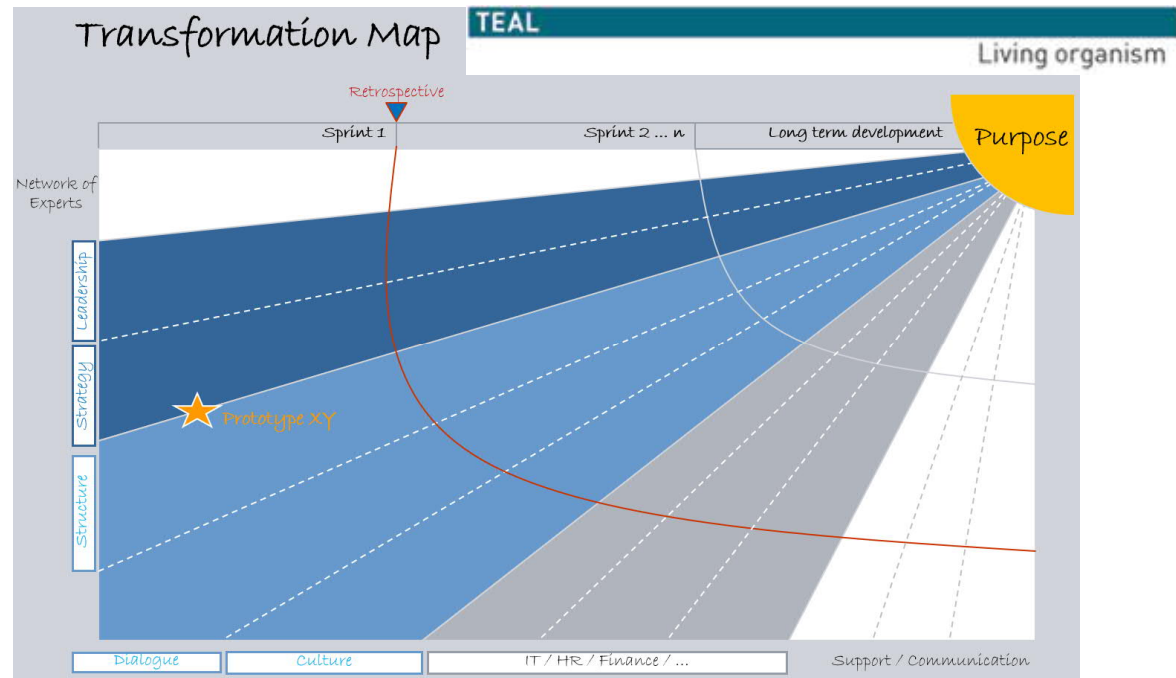
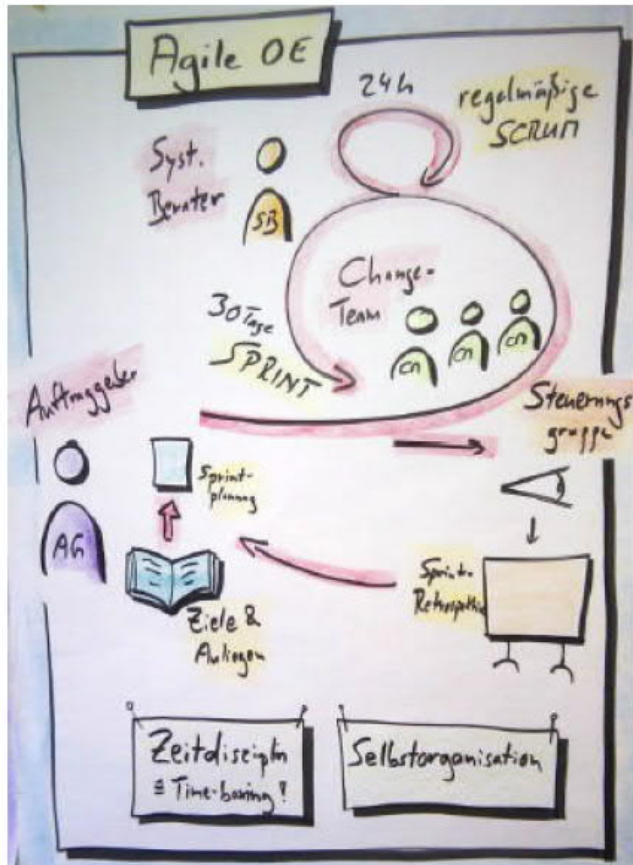
Trans-faculty development
dialogue, including practitioners

Amendment by additional
sources, such as Peter Drucker
and Chester Barnard

Model of a holistic Transformation

„Begin somewhere, start now.“

(Ernst, Rice und van Strander 2016)



Purpose | Self management | Dual work mode
 Agile with Backlog, Sprint, Time Box, Stand up, Retrospective
 Dialogic OD | Design Thinking | radical Transparency | ...

Without Adaptability: „You don't stand a chance!“

(Dave Marquet 2012)

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Thank you for your attention!

Questions & Answers

Candid Dialogue



Lehrstuhl für BWL und
Wirtschaftsinformatik

