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A synopsis of:

The Effective Organization: Practical Application of Complexity Theory and Organizational Design to Maximize Performance in the Face of Emerging Events ©
(Rutledge 2010).

by

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Part I: Complexity Theory, Organizations and Performance

1.1 Introduction

This paper is written in response to requests for information about my forthcoming book, *The Effective Organization: Practical Application of Complexity Theory and Organizational Design to Maximize Performance in the Face of Emerging Events* (Rutledge 2010).

To maximize this paper's utility its contents are constructed around three objectives. First, a synopsis of key themes associated with the book's theoretical foundation (complexity theory) are presented and used as the paper's organizational format. This introduces important sections and ideas and serves as a way to achieve a second objective, stipulating the make-up of effective organizations. Finally, to highlight the material from an organizational perspective, a scenario is presented that illustrates ways the book's content can be used as a tool for analyzing organizations in terms of strengths and weaknesses or exposures to risk, threats or vulnerabilities. The scenario sketches the emergence and role of a terrorist organization, compares its relationship with potential adversaries and concludes with an examination of strategies that might be used to destabilize the organization or its threats.

1.2 Complexity Theory: Context, Events and Responses

"Events are the focal point of every activity in an organization. Stores focus on the sales event, doctors the surgical event or patient meeting, educators on a lecture (teaching event), politicians for campaign events, even subversive groups on terrorist events. Events are the means through which organizations achieve their mission.

The route to appreciating the role of events in organizations begins with understanding the manner in which they are constructed -- how organizational events emerge from thoughts, ideas and plans to influence the behavior of people and other organizations. Organizations are not simple, discrete entities and variation among different organizations is almost limitless but there are certain common themes one can attribute to all organizations." (Tafuya, 2010)

Complexity Theory is a useful tool to systematically explain the emergence and organization of phenomena. The theory is frequently applied to studies in the natural sciences but it also is appropriate for studies in the social sciences, for example when describe the emergence of events and the organization of responses used to manage those events. It is a means for understanding why an organization exists, its purpose or mission, and how structure and processes are used to increase the likelihood events are managed in ways that achieve the organization's mission.

<u>Guiding the Emergence of Planned Activities: The Foundation for Expected Performance and Behaviors</u>
Vision: Where We See Ourselves (e.g., 5-7 years in the future)
Mission: What Our Aspiration Must be to Achieve Our <u>Vision</u> (e.g. over the next 2-4 years)
Goals: Benchmarks in Key Areas Defined to Achieve the <u>Mission</u> (e.g., for Quality, Productivity, People)
Objectives: Quantitative Benchmarks Defined to Achieve Each Particular <u>Goal</u>
Activities (Performance and/or Behavior): Measurable tasks and activities to achieve each <u>Objective</u>

1.3 Managing the Event

The relationship between an organization's vision or mission and the behavior designed to achieve them is not a straight path. Despite best efforts to shape performance, ultimately what happens at "the event" rests on the action of people: the individuals or groups expected to manage the event. In other words, when one encounters poor customer service that behavior is not simply an instance of "people trained to provide quality service who don't" but rather, that "people trained to provide quality service choose not to provide quality service". Something in the organization's design, development and/or operation opens the door for individuals to act on their own or, in the language of complexity theory, to self-organize a response to the event at hand.

Team members, for example, may be coached to be supportive of the team, but they form cliques and may even try to exclude other team members from participation. Managers are instructed to be fair and objective professionals, yet they may discriminate and/or display favoritism or bias when hiring or promoting employees. Employees are taught to think "safety first" if there is fire in the building, but people have been known to disregard their own safety and rush back into a burning building to see if everyone got out. Successful event management is only partially within the organization's control: The organization's membership is comprised of independent, free-thinking people who combine what the organization expects with their own bias, perspective, skills or needs.

The Spectrum of Events outlined below illustrates the types of events that can effect organizations and, conversely, opportunities for self-organization to emerge. Each needs to be managed but several factors, for example, poor competencies, poor preparation or, simply surprise can shape if and how the event is managed.

The Spectrum of Events					
Routine, anticipated, even planned for events which unfold within the framework of organization or general activity	Unanticipated events which emerge but are within the framework of organizational or general activity	Extraordinary events that are within the organization's horizon but may be anticipated, planned for	Extraordinary events that are within the organization's horizon but typically may not be anticipated or planned for	Extraordinary events beyond the scope of the organization but they are or may be anticipated or planned for	Extraordinary events beyond the scope of the organization; they may not be anticipated or planned for
FOCUS: Maximum control to shape the event so it meets the organization's needs.	FOCUS: Bring into control. Manage the event and effects. Possibly add to repertoire.	FOCUS: Some control. Manage the effects. Search for a cause?	FOCUS: Manage the effects and recovery. Consider possible future plans.	FOCUS: Since these can't be controlled emphasis is on preparation and managing the effects.	FOCUS: Since these can't be controlled emphasis is on managing effects and recovery.
EXAMPLE: Sales or recruiting events. Assembly activities.	EXAMPLE: Customer complaints, employee theft, celebrations.	EXAMPLE: Loss of key person. Fire, for example, in a manufacturing facility.	EXAMPLE: New technology. Loss of key stakeholder. Discrimination claims. Aggressive driving.	EXAMPLE: Terrorist attack, "regional" natural disasters.	EXAMPLE: Natural disaster (e.g., hurricane). Unethical behavior of external stakeholders (lawyers, doctors).

1.4 The Process of Self-organization

There's no consensus on a specific definition of self-organization or the related concepts of complexity and emergence. We view self-organization as a useful tool because it offers a uniform way for examining how people, acting alone or with others and without direction can construct a response to events that emerge around them. Take a familiar concept like customer service. Organizations teach people how to provide the levels of service they expect. Nevertheless, despite the training, there is often little consistency in the service provided -- Self-Organization is a naturally occurring process, at both the organizational and individual or group levels.

Rules or Criteria for Self-Organization

There are several generally accepted criteria ("rules") for self-organization. Among them:

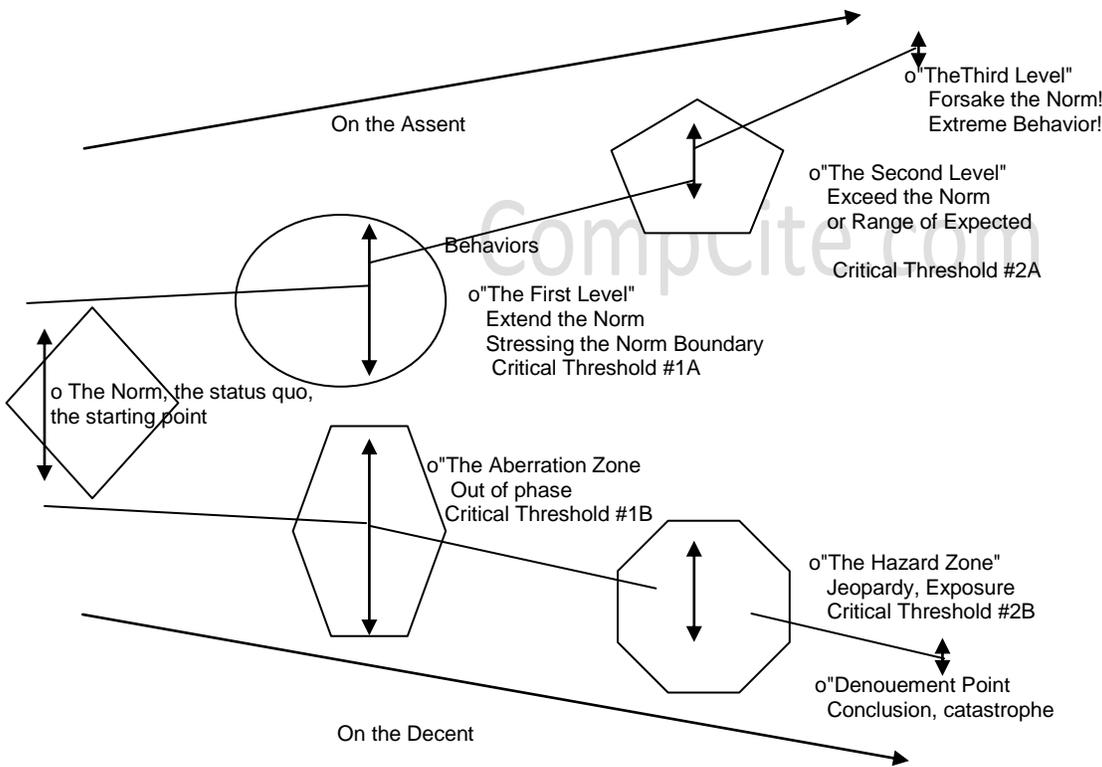
1. Localized interactions. An organization's participants involved in self-organization activity tend to focus their interactions among themselves. (Camazine et al., 2001 p. 12; Sole and Bascompte, p. 14, 2006) Localized interactions can surface as a function of the nature of work done in the organization, the types of and amount of supervision or simply the organization's physical geography.
2. With localized interactions there is a reliance on local information. (Camazine, p. 12) The sub-units or sub-cultures reflected by the localized interactions can create their own linguistic profile including language (e.g., specialized or technical) or colloquialisms, rules for interaction and communication or, criteria for defining the nature and type of information managed at this level. For example, a rumor may be viewed as fact at this point within the organization.
3. The absence of well-defined top-down control (Sole and Bascompte, p. 14, 2006) is a feature stressed by most who examine self-organized systems, behavior or performance. (Sole and Bascompte, p. 14, 2006; Krugman, 1996; Holland, 1998; Johnson, 2001; Camazine et al.) Simply stated, this criterion implies that the emergent behavior is not the product of top-down direction, a blue print prepared by others for execution at the local level or rules and produces which can be used to shape behavior towards a particular end. Without the structural or process elements the emerging behavior or performance seems to take the form of a "solution" in the absence of any guidelines or instruction.
4. Self-organized behavior forms patterns, again without external guidance. (Camazine p. 12) Pattern formation signifies several things about the emergence and self-organization processes. First, pattern formation is an indication that the observed behavior is not a one-time phenomenon. Patterns also associate an element of predictability with the behavior. Identifying patterns implies one should be able to predict the occurrence of future incidences of the same behavior or performance. Finally, identification of a pattern increases the validity of any classifications of the behavior or performance in terms of key features or characteristics.
5. If there is variability in an organization, for example, when key practices or procedures are incomplete or missing, this may facilitate self-organization at the local level. (Sole and Bascompte, p. 14, 2006) Variability creates opportunities for emergence to occur; it may suggest a lack of consistency or that gaps in key processes exist and these, in turn, can create opportunities for individuals to fabricate solutions or to fill gaps.
6. The is evident use of positive feedback regarding actions and can lead to the development of behavioral rules for the self-organizing system (Camazine, p. 18) Negative feedback "plays a critical role, providing inhibition to offset the amplification and helping to shape [behavior] into a particular pattern. Regardless of the type of feedback, there is a strong sense of time beyond the point of emergence; some role or contribution of the emergent behavior or performance in shaping the organization from this point forward.
7. Adaptations. There is variability in the adaptation process within organizations. (Sole and Bascompte, p. 14, 2006) The need for adaptation implies that change is occurring within the organization. Some change is easier to incorporate into the organization than other change and all of this (i.e., the change and capacity to adapt) creates pressures or stress points within the organization. These stress points can lead to the development of thresholds defining entry points for self-organized behavior now or in the future.
8. Finally, there is the capacity for change. "The capacity to respond to changing conditions on an evolutionary time scale is obvious from micro-evaluation to macro-evolution." (Sole and Bascompte, p. 14, 2006)

1.5 The Emergence of Behavior: A Sketch of the Paths of Positive and Negative Behaviors

When the issue is customer service the amount and type of service provided can vary from person to person. Some people take it upon themselves to "go the extra distance" to meet a customer's need. They provide "value-added service." It's more than expected; it's a positive extension of the norm. Other's however, deviate from what is acceptable. Instead of providing "quality customer service", the employee may provide the minimum or may be rude or simply ignore the customer. Again, the individual chooses to behave in this manner.

The challenge self-organization presents is that sometimes it can be desirable, of potential benefit, and at other times, a potential liability for the organization and its membership. Or, as economist Paul Krugman (1996) framed it, self-organization "is something we observe and try to understand, not necessarily something we want." (Krugman 1996, 6)" (Tafuya, 2010; pp 1-4)

The Norm	Extend the Norm	Exceed the Norm	Forsake the Old for New
Norms are guidelines around which most behavior occurs. It's expected behavior -- like what people are paid to do.	Sometimes people push beyond the threshold; this marks a change between the norm and emerging new behavior. Here it's positive.	While positive the change can set a precedent; the norm may be lost!	New behavior patterns emerge and are maintained. Effects may ripple throughout the organization. In fact, a new organization may emerge.



The Norm is Defined	Aberration Zone	Hazard Zone	Denouement Point
With the descent: Separation and distancing between the norm and the new behavior begins.	A Critical threshold signaling new, negative behavior is emerging. Return to the norm is hard.	A speedy decent. It's nearly impossible to return to norm. Action must be taken to stop the decent.	A new norm. If a critical norm was challenged a new organization, very different from the former, can emerge .

1.6 Results and Consequence of Self-Organization: Documenting Results as Products, Outcomes and Impacts because it's not enough to Simply Say, "Something Happened"

Regardless of the type of organization the focus of all is measured in terms of RESULTS and we identify three categories of results associated with the efforts expended. The first of these are the PRODUCTS, the observable results of one's efforts. They are the things one is expected to produce when doing one's job, they are the ways one behaves when constructing a service, the decisions one makes, the actions one takes, the behaviors one displays associated with a task, assignment, job, etc. They may be tangible or as intangible as a process (e.g., service or information exchange) or effort (delivery of a product).

OUTCOMES result from Products. In many ways it's a classic stimulus/response or causal model. "You did 'x' and 'y' is an outcome. There may be more than one outcome associated with a single product and like products outcomes can be good or bad, desirable or not, etc. Desired Outcome: The immediate conclusion of the product. Outcomes are defined in terms of verbs: for example, to increase, to fear, to purchase, to follow, to behave. Outcomes indicate a desire to direct or shape attitudes, opinions, beliefs, and/or behavior.

IMPACTS are the end-result of the Products and Outcomes. Their presence can be long lasting, can unfold in other areas (i.e., not originally associated with the Products or actions taken in the first place.) Impacts can be viewed as the REAL payoff, either good or bad. A desired impact is one that benefits the organization in a conscious way. Attempting to produce a desired impact is the cause, basis, antecedent, motive or, rationale for activity, action or effort. Impact may be tangible (e.g., market share, defeat of an opponent) or intangible or abstract (image enhancement, creation of an emotional state -- fear, satisfaction, happiness)

Opening the Door to Risk, Threats, Vulnerabilities: Possible Negative Products, Outcomes and Impacts Associated with Problem Events

Representative Problem Events	Representative Negative Products	Representative Negative Outcomes	Representative Negative Impacts
"Airport security is 'uneven.'" (Vulnerability in a Controlled Setting).	Travelers feel hassled, Terrorists see gaps as opportunities.	Airline travel drops off, finger pointing in Washington	Potential knee jerk reaction, more bureaucracy, more restrictions, confusion
"Competitor releases better product." (Potential Threat from outside)	Our sales are down, Lots of talk, Increased quality issues	Customer confidence drops, Credibility as a innovator is challenged	Lower profits, loss of market share, customer loyalty erodes
"Employees don't know what's expected of them." (Risk Employees may not do what needs to be done)	Work is incomplete, Missed goals	Poor productivity, Employee frustration, Faulty performance reviews	Angry employees, Other departments and/or customers confused
"Biased managers" (Vulnerable to litigation)	Biased hiring decisions, Biased performance reviews, Perceived favoritism	Disgruntled employees, Employee conflict	Poor morale, talk of unionization and/or potential legal action
"Poor Customer Service" (Risk customer dissatisfaction)	Customer dissatisfaction, Loss of sale	No desire to shop there again. Customers "spread the word"	Business suffers, Consumer protection agency is asked to investigate
Terrorist Detonates Bomb (Threat of injury, loss of life)	Injuries, Destruction, Publicity	Fear, Confusion, Anger	Diversion of funds to troops, Reduced freedoms, Finger pointing

Part II: Fundamental Structure of Organizations -- Types, Key Components and Strategic

Practices

A good classification system should be able to capture all types of organizations. The alternative we offer allows for the classification and comparison of ANY organization as one of four types. We label these the "enterprise," "community," "team" and "individual contributor."

The classification scheme also is unique because it not only allows for the classification of individual organizations but also the make-up of every organization. That is, all organizations are a composite of these four dimensions with one more dominant than the other three. The system is flexible and allows for the re-classification of an organization as it matures through its life cycle. So if an organization classified as a "Community" early in its life span evolves into an "Enterprise" it will be reclassified when the change occurs. This is an important feature because changing from one type of organization to another signals changes in both performance expectations and the means for achieving those expectations.

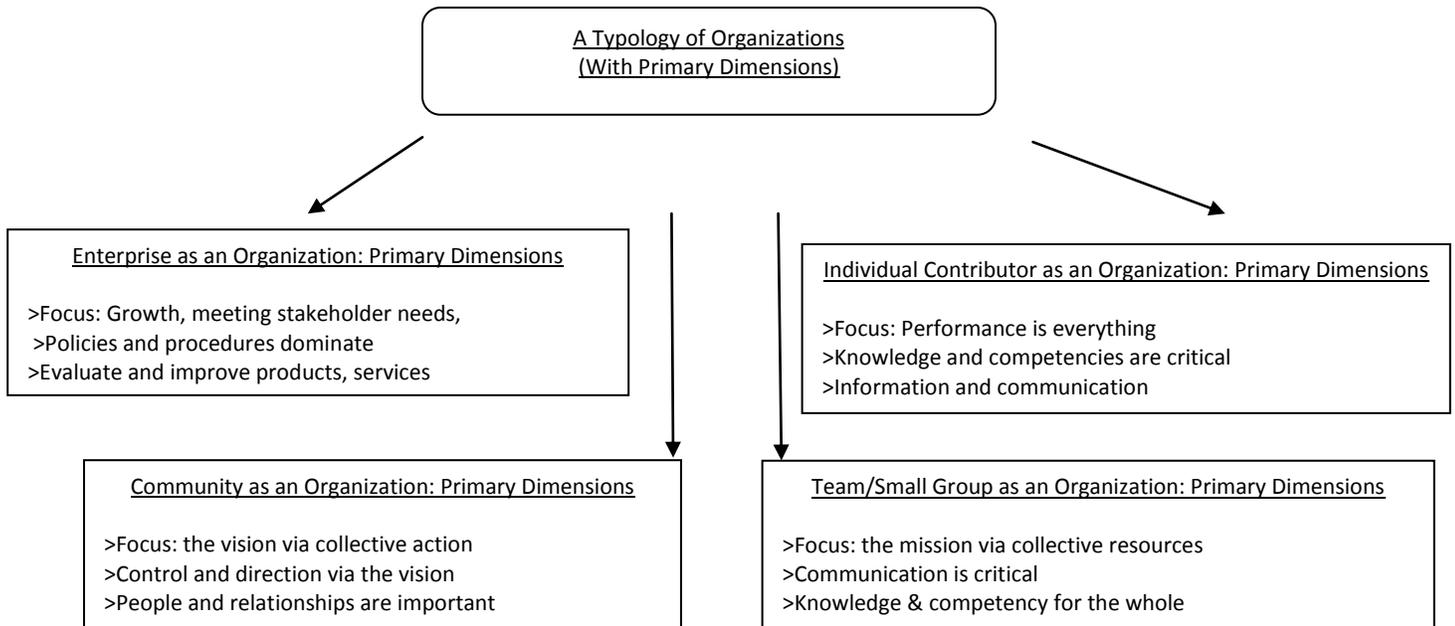
2.1 Four Types of Organizations

The first factor that defines an organization is its mission – why it exists. The ***Enterprise***, for example, centers its activities on performance that achieves a mission defined by factors like growth (e.g., physical or economic), meeting stakeholder needs, and managing risk. The enterprise achieves its mission by maximizing performance through structure, policies and a concerted effort to improve the products and services it offers. This strategy doesn't emerge by chance. If one enterprise doesn't meet a stakeholder's needs there usually is another, perhaps a competitor, that the stakeholder can switch to for need fulfillment. Commercial businesses like car dealerships and restaurants are good examples of enterprises. However, organizations like a manufacturing facility and even organized crime can be classified as enterprises.

Communities are a second organization type. The "vision", "what we are striving to achieve", is the community's primary focus. Any of the four types of organizations can (and perhaps should) stipulate its vision for its membership but for the community this is critical. It's the nature of community organizations to be closed to outsiders or other influences and to exercise strong control over participants. Religious organizations, public institutions like schools and government agencies, and social movements typify community organizations. These are organizations where people are important largely because they are the instruments for action. Participation in communities is not always a given. In some instances candidates need to prove themselves worthy or at least be willing to go through some type of initiation before becoming an active member.

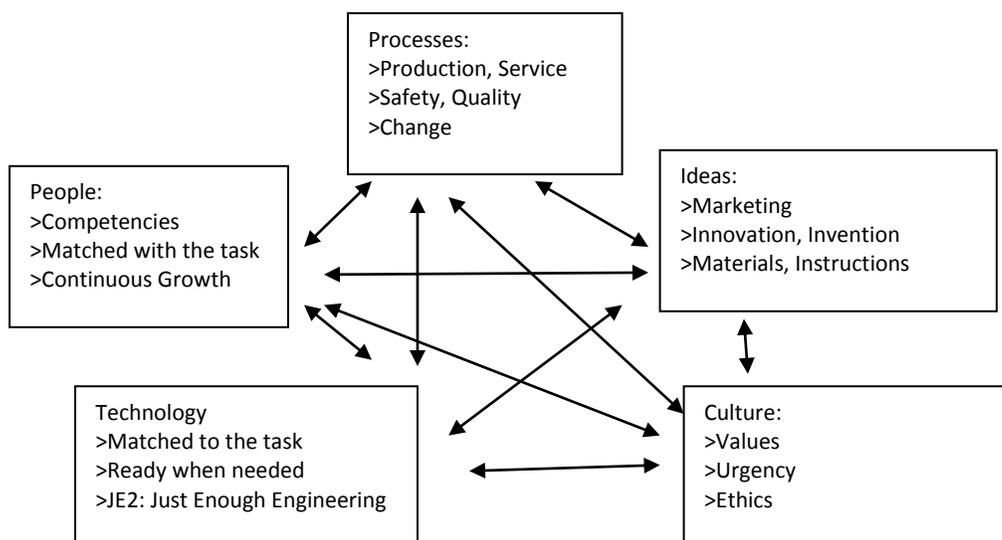
Vision translates into mission statements for most organizations, and this is definitely the case for the ***Team*** organization, the third organizational type. Team organizations exist to achieve a mission, be it to solve a problem in a manufacturing center (like a "skunk works" team), to apprehend an assassin like a swat team or to win a game, like a sports team. A team's mission is always clear; it's the reason why the team exists. The obligation of team members is to utilize their skills to bring the mission within reach and then to achieve it. Communication and knowledge management are critical operational practices for the team. This is because of the often-specialized activities associated with the team's activities. In teams the mission is achieved through collective action. However, because teams are small, knowledge and competency are critical resources the team to protect and nurture.

The ***Individual Contributor*** is the fourth organizational type. This organization received its name because of the prominent role of key people. These organizations often center on, depend on, look to, or otherwise follow a key figure. Sometimes the term is used to describe one person who, while attached to or part of any of the other three organizations, has what amounts to a stand-alone or key position in those organizations. Individual Contributor organizations usually operate as for-profit entities made up of professionals like doctors, lawyers or the skilled mechanic, waitress, carpenter or plumber. The individual contributor shares some of the characteristics of the enterprise without strong use of procedures or other controlling and directional mechanisms. The individual contributor's operations may be guided by the directional mechanisms of other organizations or governing bodies.



2.2 Key Components of All Organizations: Turning Organizations into Action

Five elements define performance in organizations: people, processes, culture, ideas/materials and technology. Together these elements are the foundation that transforms effort into products and services, thus helping the organization achieve its mission. Two things are unique about these elements: all are necessary and while the contribution of each will vary, each must perform at an optimal level. So an emphasis on ideas steeped in theory can spin an organization's efforts into a quagmire defined by inaction, talk-over-action and sometimes even conflict. An emphasis on technology can bring an organization to a standstill if the requirements needed to manage the technology are beyond the capabilities of the people expected to use them or if the technologies are so fragile or otherwise temperamental that operators can't consistently rely on their functionality or operation. Likewise with processes or the organization's culture. Either can encumber the organization in bureaucracy, rules, or expectations that may be out of pace or simply a burden on other organizational elements. In short, all five are needed but they are needed in ways that complement each other. The picture may not look pretty it just needs to work.



2.3 Key Components are utilized through the use of Key Strategic Practices

Some Representative Guidelines: Key strategies are used consistently and appropriately. Practices are used in conjunction with other practices so communication practices are used with evaluation, knowledge with relationship management and evaluation. The practices are used by everyone in the organization to some extent. People are trained to use the practices. The practices are used in conjunction with the five components discussed in 2.2. The practices are regularly evaluated and revised as needed. The practices are used.

Ingredients for Managing Events: Key Practices that Drive and Maximize the Use of Organizational Components			
Critical Practices and Strategies	Description	Broad Representative Indicators:	Challenges & Risks & Threats
Communication Management Practices & Strategy	Methods, practices and techniques used to transfer, exchange or generally deliver information between or among individuals, groups and organizations.	Public speaking skills Good leadership skills Good coaching Mentoring skills Public Relations Communication skills	One-way communication Closed-door policy Bias Miscommunications Incomplete information
Evaluations Practices & Strategies	Processes, procedures and practices used to evaluate, assess or appraise performance for individuals, groups, or organizations as needed.	Reliable processes Valid processes and tools Consistency Skilled evaluators Used systematically	Bias in administration Poor procedures Inconsistent procedures Poor evaluation competencies Biased evaluation forms, tools
Knowledge Practices & Strategies	Strategies, practices or procedures used to acquire, build develop, maintain knowledge and/or skills and competencies.	Training & growth strategies Problem-solving skills Decision-making skills Needs assessments of jobs	Competing priorities Restrictive environment Limited resources Limited leadership vision
Relationship Practices & Strategies	Strategies, practices or procedures used to acquire, build develop, maintain relationships between or among individuals, groups and organizations.	Team building skills Selection & hiring strategies Negotiation & bargaining skills Team work is supported Customer service is expected	Few "People" values Careless hiring processes Careless job definition Orientation to Individuals
Performance Practices & Strategies	Routines, processes and/or methods used to introduce, propel and/or guide operations and ensure that performance meets goals, objectives and standards.	Planning, goal setting skills Strategy, tactics planning Task defined; no surprises Quality management skills used Disciplinary processes used Product quality is expected	Inattention to detail Lack of follow-up Poor coaching skills Sloppy investigations "react" rather than "think"
Direction and Control Practices & Strategies	Strategies & practices used to identify and define the organization's vision, mission and key goals and objectives. Organization's primary contact point for interaction with other organizations, stakeholders, regulators; protector of organization interests with these.	Planning, goal setting, design Vision skills Skills in negotiation, bargaining mediation Direction setting; Evaluation Organization management	Poor Information Angry regulators Poor internal communication Weak management Poor evaluation Poor planning
Information Practices, Evaluation & Confirmation Practices & Strategies	Strategies, practices, tactics for collecting, storing and distributing information. Track sentiments of key stakeholders.	Database searching Research is encouraged Information is shared Solid Research skills Needs assessments used Program Evaluations used Quality, service measured	Unpredictable accessibility Accuracy of information Poor research skills Poor quality research Bias Consistency of application Poor security

Part III: Putting it All Together--Applying Themes Presented in *The Effective Organization* to examine the interactions among competing organizations

3.1 The Setting

Organizations exist to perform and they perform in a universe defined by other organizations. Sometimes these other organizations just happen to be there, sometimes they serve a functional purpose (e.g., regulators) and, sometimes they are adversaries. Adversarial relationships don't just exist between opponents, however; sometimes they emerge among partnering organizations as when tensions develop because of competing visions and missions or processes or practices. The table below illustrates this phenomenon. Here the two enterprise organizations that have a common opponent, the community-type organization, the terrorists, should operate as "partners" but often find they do not.

When an adversarial relationship emerges between organizations behavior typically shifts in two ways. First, the organizations engage in activities to manage the emergence of hostile acts or events and second, the organizations engage in activities devoted to support their own aggressive plans. These activities aim at preventing the destabilization of the organization. However, conflict only amplifies the reality that an organization's vulnerability and/or subsequent destabilization may come from internal as well as external causes.

<u>The Strategic and Tactical Use of Organizing Elements, Events and Activities by Three Competing Organizations with Dependent Relationships</u>			
Element:	International Airline	Terrorist Organization	Security Sub-contractor
Vision	Be the largest international airline in the world	Our enemies are in disarray	All flights are without security threats
Mission	Be recognized as the primary airline for international travel	Launch a terrorism program in our enemy's major cities	Stop threats to airlines at target airports
Goals	>Establish flights to major international airports >Set Competitive Pricing >Offer the best Service	>Threaten the security of one international flight >Promote world-wide media coverage of our activities	>Set up a security process at all airports >100% passenger screening >100% baggage screening
Objectives	>Ensure 98% on time departures and arrivals >No lost luggage >Fast turnaround of planes	>Recruit supporters committed to the cause >Build a core of elite fighters >Build a security system to avoid detection	>Hire Staff needed >Secure the best equipment >Ensure staff can use the equipment
Activities	>Fast boarding of passengers >Handle luggage fast >Prompt, courteous service >Work with regulators	>Train Supporters >Conduct six successful attacks >Surveillance	>Train staff >Test staff competencies >Evaluate security processes >Surveillance
Representative Resources	>Technology >Educated Personnel >Processes and Procedures >Financial Resources	>Surprise >Commitments to vision >Commitments to culture >Tactical Training for all involved	>Technology >Authorization to act >Structure and Processes >Procedures and Practices >Healthy Budget

3.2 Destabilization Linked to Internal Causes: Missing, Poorly Defined and/or Inappropriate Strategic Practices

Any of the structural elements discussed above can contribute to increased risk, threat or vulnerabilities for organizations. The table below illustrates but one category of threats facing the poorly managed and developed organization – those associated with organizational strategic practices. The significance of the table's contents increases when one realizes that deficiencies in any one of the strategic practices can lead to increased vulnerabilities and risk for an organization.

Strategic Practices	Destabilization Linked to Key Strategic Practices
Communication Management Practices & Strategy	<p>Those involved don't know how or have the competencies, courage to express concerns. Reasons or needs for the change; not communicated in advance; it's a surprise Communications stop after the change is introduced. (How is it going?) Communicators aren't trained to communicate or in the program Those expected to communicate the change don't or wrong people used. The Organization's structure (e.g., open vs. closed) doesn't facilitate communication Poor communication habits (e.g., meeting for the sake of meetings) or styles remain</p>
Evaluation Management Practices & Strategies	<p>Those involved (either manager or participant) don't know the evaluation plan They don't know if/how they'll be evaluated vis a vis the change How will potential for bias be controlled for in the evaluations? How will evaluations take place? What are procedures? Scope of evaluations is unclear? Poorly constructed evaluations don't make a contribution but do use valuable resources.</p>
Knowledge Management Practices & Strategies	<p>Participants don't know how or have the capability or opportunity to make changes Competing priorities for time make learning the new change process difficult Participants aren't given the instruction needed to learn the new changes One-shot training may be insufficient for complex change(s) Special trainers may be needed but not used or available Evaluation programs don't measure learning sufficiently</p>
Relationship Management Practices & Strategies	<p>Organization's values do not support needed teamwork, effort, etc. to master the change Existing processes promote behaviors that may not be consistent with new changes Existing processes (e.g., hiring processes) are not adjusted related to changes Existing processes (e.g., job definitions) may not be updated to match the new changes</p>
Performance Management Practices & Strategies	<p>Inattention to detail in the plan is missing (e.g., performance standards or benchmarks) "Change Plan" doesn't cover existing organization problems (e.g., bias, poor processes) Lack of follow-up after the change is launched, can compromise performance Leadership makes participants manage the change, solve problems, etc. on their own Sloppy research lead to poor plans for the change program, launch, administration, etc. Management doesn't demonstrate commitment, capabilities to manage the process</p>
Directional Management Practices & Strategies	<p>Poorly conceived Vision, Mission, Rules. (e.g., who's the change effect, how, why) Bias, prejudice regarding who the change impacts; who are involved, informed, etc. Lack of support for the change effort (e.g., poor communication, financial support, etc.) Turf or political issues lead to poor relations, conflict, perceived favoritism, etc. remain Rules (e.g., covering access to information, the change process, etc.) are not consistent Rules for the change process don't mesh or are inconsistent with current operating rules Little or no disciplinary systems in place to manage the change process at any level</p>
Information Management Practices & Strategies	<p>Needed or useful information isn't available Poor accuracy of information (GIGO: You put Garbage In, you'll get Garbage Out) Access or use of information is restricted, often when it's not necessary Access to information requires special competencies or special permissions Natural and/or fabricated bottlenecks impact the flow of or access to information</p>

3.3 Destabilization Linked to External Causes: Focus on the Terrorists (Community Organization)

Both overt and covert efforts can be used to destabilize an organization. In either case, the effectiveness of destabilization efforts are maximized when they are tailored to fit the particular type of organization being targeted. For example, what works best to destabilize an Enterprise organization might be completely ineffective against Community, Team or Individual Contributor organizations. Consider the table below. The prudent strategist might ask a number of questions regarding the information provided. For example, how effective would the activities prescribed to destabilize a terrorist (Community) organization be for the other types of organizations? Would the three strategies outlined be sufficient? What measures could be used to measure the effectiveness (e.g., successfulness) of the efforts?

Possible Strategies for Destabilizing a Community Organization

1. Destabilize the leadership

The "Community Organization" is often "leader-dependent". Community organizations can view leaders as god-like, some as members of a royal family with leadership prescribed by tradition or rule and, of course, there are the charismatic leaders. Destabilizing strategies for organizations with a leadership-dependent profile are most effective when the organization's structural make-up is poorly defined.

2. Destabilize the mission

The community organization has one feature that tends to protect it from threats: people drawn to the organization's mission and can have a very personal, deep-seated attraction to the organization. In fact, a community organization usually exists because it meets personal, special interests or provides particular services that are otherwise hard to find. As a result, members not only invest in the organization they can take a strong stance to protect the organization from attack or internal turmoil. Undermining the mission's salience for its membership is an effective strategy for some community organizations.

3. Disrupt the phases

The membership rites of organizations typically reflect three phases. This is true regardless of the type of organization (i.e., enterprise, team, individual contributor, community) but the significance and role of these phases can be significantly different among or within the classes of organizations. Community organizations can be very dependent on the extent to which members successfully move through and are affected by these phases. Conversely, the more an organization is dependent on these phases the more likely susceptibility to emerging threats, risk and vulnerabilities. The phases are outlined below for a community, however, they can apply to all organizations.

Becoming a Member of the Community: Phase I -- Pre-community. Every organization has some type of joining process but the community's is particularly unique. Awareness of this process is important because a member's opportunity to participate may be limited during this period and dependent on successful completion of the phase.

Membership Phase II: Full Participation The second phase is marked by full participation. Involvement increases and, typically, levels of mutual affinity, fondness, closeness, trust and congruence between the member and the organization increase. As importantly, levels of tolerance, responsibility, and compatibility increase with all bonded by a general sense of harmony.

Membership Phase III: Immersion and Integration Immersion and integration reflect heightened levels of maturity within the organization and evident increases in the range and diversity of a member's contribution and involvement. Ever-evolving order, standardization, and uniformity among the membership define the phase. Individuals see increased participation in community events perhaps even as a planner and designer of those events. Friendships increase and an overall sense of closeness can develop which, when necessary, can solidify in "them-not-us" or "we/they" sentiments toward those outside.

Conclusion:

Performance is why organizations exist. Through performance organizations meet the needs of internal and external stakeholders as defined by their mission, goals and objectives. This is true for all organizations. Complexity theory, used as a tool to examine the nature of dynamic systems like organizations, can contribute to our understanding of and ways to improve their performance. However, to fully utilize the theory's potential, aspects of the nature of organizations and ambiguities associated with organizational performance (e.g., stipulating what constitutes successful or poor performance) need to be better defined. This paper provides an overview of a methodological approach that applies complexity theory to the study of any type of organization, in any cultural context, or from the perspective of any discipline. The paper is based on material in a forthcoming book, *The Effective Organization: Practical Application of Complexity Theory and Organizational Design to Maximize Performance in the Face of Emerging Events* (Rutledge 2010). The book offers unique typologies describing organizations, events that effect organizations or, results that may be associated with the management of events. In addition, models delineating ways in which two key phenomena, the emergence of complex behavior and events in organizations and the self-organization of responses to those events are presented. A key theme presented in the book is that while self-organization can't always be stopped it can be managed.

Some Reasons Why it's Important to Understand the Role and Process of Self-Organization in Organizations	
<p><u>Self-Organization Can Be Beneficial</u></p> <ol style="list-style-type: none">1. It can stimulate innovation.2. It opens the system.3. It can lead to relaxed attitudes toward change.4. It can reveal process problems.5. It can position "ownership" to the lower levels.6. Self-organization may signal staffing problems.7. It can lead to cost-savings, problem-solving.8. Self-organization can be a natural process.9. It can create short-cuts, improve efficiencies.10. It can stimulate initiative, growth.	<p><u>Self-Organization Can Be Risky</u></p> <ol style="list-style-type: none">1. It can challenge established patterns, norms.2. It can give the impression there are favorites.3. Self-organization may put people in danger.4. It may be contrary to policy.5. It can lead to more problems, expenses.6. It can lead to division within the organization.7. It can lead to formation of sub-groups.8. It can undermine leadership.9. It can lead to delays, obstructions.10. It can confuse stakeholders regarding who's in charge, what to expect next time.

The Effective Organization: Practical Application of Complexity Theory and Organizational Design to Maximize Performance in the Face of Emerging Events (Rutledge 2010).

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