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Solution Leadership

A Guide to Transformative Change In a One-World Information Space
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In a One-World Information Space

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ISBN 978-0-615-52609-6

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Revised and Reformatted January, 2012

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**Information Paradigm Power**

The world we live and work in is a frontier world. The One-World Information Space has created a profound challenge for all of us. We must adapt, think, learn, lead and manage in an interrelated, interconnected, interactive and integrated information space in which there are no local problems and solutions that do not have global roots and consequences. This global paradigm shift is forcing us to be both responsible and accountable for our actions and behavior.

We need a new breed of leaders that understand that all of us live on Spaceship Earth that requires a new manual of operation and new code of behavior. Spaceship Earth with its occupants is on a journey with a purpose and the journey itself will unfold both purpose and destination.

Information has become the dominant wealth-generating resource and is driving an emerging new global order.

The world we live and work in is a frontier world. It is a One-World-Information-Space that requires a new mindset and a new approach. Reality is shifting because the traditional human world has become unstable and is no longer sustainable. This reality revolution causes immense stress with ill consequences. Yet, it also harbours unique opportunities to create a new and viable
The challenges of the speed, depth and spread of information that drive the global rates of change demand a new leadership and management paradigm. There is an ongoing Global Information Tectonics, a shifting of global civilization and societal plates that cause local violent eruptions of unparalleled proportions. This worldwide upheaval changes all existing political, economic and social configurations, effects the spiritual values and well-being of all human communities on our planet.

History acts in waves toppling civilizations and carry sweeping, fundamental changes.\(^1\) This current wave is driven by science and technology. Curiosity drives science, technology applies it, the market distributes it and builds on it, and the mind adapts to and profits from the results. In this age, individuals are far more empowered than before.

The flow of information creates a virtual market for ideas, driven by greed and fear. This must still be regulated to prevent instability. Regulations, the environment, and human issues encompass the general challenges we face.

Since information has become the dominant resource, solving problems in this one-world information environment demands complex-adaptive

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\(^1\) Ervin Laszlo in (2008) *Quantum Shift in the Global Brain, How the New Scientific Reality Can Change Us and Our World*. Inner Traditions, discusses how the new scientific reality can change us and our world, he discusses the `Reality Revolution’ in terms of: (1) Macro-shift in society, (2) Paradigm Shift in Science, (3) Global Shift in Action.
thinking. Leaders seeking solutions must gain an understanding of complex adaptive systems, their behaviour, and their information environment in order to survive and thrive. The challenge for solution leaders and their enterprises is to find globalised solutions, as they face the one-world economy with its powerful information dynamics. Global-local solutions require a multi-disciplinary integrated system approach grounded in complex adaptive system behaviour.

The challenge for Solution Leaders is facing the emerging global information space, the One-World Economy and its powerful information dynamics where both global and local actions are intertwined, they are inseparable, i.e. glocalized. To find glocalized solutions will require the use of a multidisciplinary integrated system approach grounded in complex adaptive system behavior. In such a One-World Information Environment all living systems depend on each other, each system depends on the whole, and the whole is contained in each system.

**Culture Matters in Performance**

Culture, the deeply embedded behavior patterns of how things are done, is critical to understanding the challenges that leadership faces. Societal and organizational cultures are a major obstacle and as well as driver of both national and organizational
Development. Culture matters in understanding the complexity of the adaptive society, societal cultural dynamics, cultural temporal disconnects, and the challenges of both global and local issues in a One-World information context. The role of culture is of particular significance in the development of small nations in their speedy drive toward development status. Culture also matters in the performance of organizations and is a major contributor to their dysfunctional behavior.

Leadership Behavior and Development

Leadership behavior, mindsets and competencies must be discussed in the context of culture.

To stay healthy all human system have to adapt, think and learn, lead and manage differently. Information as a resource must be managed. Solution leaders think and learn, lead and manage in both global and local space and in the context of local societies in which culture matters. Specifically, we explore leadership types, programmed and unconscious management and business behavior, and the challenge of knowledge transfer all in the context of a customized competency driven leadership program. This leadership development program is treated as a strategic change intervention.
involving all key executives of the organization. Its objective is to develop leaders to achieve and maintain a high performance, globally competitive enterprise.

The topics discussed include understanding complex behavior dynamics using complex thinking, programmed mindset behavior and its influence on management and business behavior. Leadership mindsets are profoundly influenced by local culture, in many ways they mirror the local societal culture. Mindsets serve as Traditional Unconscious Management Models (TUMM’s). A solution leader must become conscious and confront these hidden behavior paradigms to successfully lead and manage the high performance and globally competitive enterprise.

The Solution Leader must confront the challenges of the global rates of change and their challenge to thinking and learning, leading and managing. To solve problems in the One-World Information Environment demands Complex Thinking and Adaptive Learning. Solution leaders must gain an understanding of complex adaptive systems and their information environment in which the adaptive human enterprise must survive and thrive.

Besides providing a leadership framework and outlining the content of such a leadership intervention we included leadership assessment tools. Solution leadership can be learned. Seven competencies determine the modules and sessions of the program itself. The critical solution leadership competencies that drive the program overarched by learning include profiling, mentoring, coaching, teaming, competing, and of course, leading and managing.
Complex Adaptive System Environment

This guide provides a strategic change framework for the out-of-the-box adaptive Complex Thinking in the context of a Complex Adaptive System Environment (CASE). The conceptual framework used in this work requires familiarity with the behavior of Complex Adaptive Systems and Environments, for short CASE. This CASE model serves as a conceptual framework to understand the real world of change and the adaptive human enterprise as well as the mindset of complex thinking and the multidisciplinary solution execution approach. It also serves as a conceptual guide for a wide ranging discussion of societal, organizational and leadership topics. Of course, the Solution Leader has the starring role in this real world drama of strategic change. The priority of the solution leader is to build (grow) and maintain a high performance enterprise in the turbulent global information environment.
What follows is a brief outline of the CASE model and its essential elements (see Diagram).

- **The system’s Actuality or Real World** is a network of co-evolving, self-organizing systems forming a global community of stakeholder relations. This real world is a one-world information environment in which all system are emerging from global information communication technology platform.

- The system’s **Environmental Scan** of the external and internal system environments should identify information regularities and patterns and acquire information and intelligence as critical input for the system’s operations.

- The system’s **Perception Model** is based on self-similar structured order (Fractals) and is the product of the system’s own Reality Perception. The system’s reality is what it perceives it to be, what it filters through its ‘model’, its paradigm, its assumptions of how things are and how they ‘work’.

- **The system’s Actions** occur in the real world and unfold the system’s potentials for creating value for itself and other systems, it is what the system ‘does’, its work, its operational activities.

- The system’s **Consequences** in the real world are based on efficient and effective feedback and feed-forward performance loops. These loops force the system to change, to adapt, transform depending on its Scan in the first phase and its perceived model of reality.

- The system’s **Adjustment Loop** is an internal negative feedback, it is a closed balancing loop that maintains the system’s order and provides stability so that operational work activities can be done. It relies on proper information feedback to the operation.

- The system’s **Alignment Loop** is an external positive feedback-open amplifying loop that promotes the enterprise’s growth by forcing it to risk and accept instability and disequilibrium as necessary condition of growth. The alignment feedback forces the system to align its model of perceived reality with the actual-real world.

The summary of the CASE Model also provides a brief insight into the nature of Complex Thinking. The information driven *Actuality* dynamics is the real world and it affects all human systems on this planet. This real world paradigm tectonics shapes all models – all perceptions of reality and in turn through their actions engender performance consequences. These consequences in turn through internal adjustment and external alignment feedback loops change not only the system itself but to various degrees the rest of the world. Each human system, a society or business organization, are all...
an integral part of an interrelated, interconnected, interactive and integrated One-World Information Environment.

**Complex Thinking**

Learning adaptive and complex thinking requires an understanding of the Complex Adaptive System Environment (CASE). CASE Mindset is the mindset required for Complex Thinking. The complex adaptive system environment (CASE) framework offers a way to explore and develop the mindset needed by solution leaders to be capable of adaptive complex thinking.

**Solution Execution Approach (SEA)**

Leading change interventions in the context of this One-World information environment demands an integrated, multidisciplinary Solution Execution Approach grounded in complex adaptive system behavior. Leading organizational change requires a dynamic strategic management approach, intervention planning, understanding strategic problem solving, and executing strategic change by implementing enterprise performance standards, and using cross-functional teams.
Our solution intervention methodology consists of the following action steps: (I) Identify both the external and internal critical issues facing the human enterprise; (U) Understand these issues as problems in the appropriate context; (D) Develop solutions including objectives and strategies; (I) Implement actions, and finally (E) Evaluate performance. All the while the solution leader and team continuously (I) Inform - communicate with all stakeholders involved and seek to (I) Institutionalize change for the long-term. As acronym, I.U.D.I.E. - I.I., it reads I or U will DIE if we don’t Institutionalize change and Information. (See Diagram)
Enterprise Diagnostics

The One-World Information Environment creates profound stress resulting in organizational illness. The Guide outlines a medical approach that treats organizations as human systems experiencing illnesses. Two important challenges for Solution Leaders are how to diagnosis organizational performance illnesses by identifying both symptoms and underlying causes and to administer a cure that will make the organization healthy. The primary cause for organizational illness is the inability to adapt fast enough to the changing global information environment. Organizations lose direction and leaders are unable or unwilling the realign. Organizations become increasingly dysfunctional, i.e. the gap between effort and results increases.

The traditional concept of strategic planning no longer reflects the dynamic information environment in which events have a tendency to overtake planning. Strategic planning as a process has to become a strategic change intervention. To actually manage a strategic intervention requires an understanding of the intervention and its environment, planning, preparation and execution methodology. Strategic interventions require a dynamic strategic management including a performance management approach.
**Enterprise Performance Management**

The Guide outlines a performance management approach that develops and executes strategies with performance measures. This Enterprise Performance Management (EPM) approach involves managing performance enablers including organizational relations, processes and competence. It means changing the organizational work culture and behavior to meet the customer driven global competitive market demands. The performance management approach involves cascading performance standards from global, enterprise, operational units right down to the individual. In addition, similar to the ‘balance-score-card’ approach, financial, process, customer and competency strategies, each with specific performance measures, are discussed.

**Strategic Decisions**

A solution leader through critical and timely decisions creates and guides the future of the organization.

It requires risk-taking, foresight, timely decisions as well as actions all in an uncertain environment. In today’s highly dynamic global information environment, the solution leader must learn to manage organizational transformations to achieve high performance and to sustain growth. *The solution leader must strategically understand of how to ride the Waves of Change to high performance.*
One of the most challenging interventions is Managing Organizational Transformation (MOT). It requires making critical strategic decisions to achieving sustainable growth by riding waves of change and restructuring the organizational space. We outline the transformation challenge and how to manage organizational transformation activities.

To institutionalize organizational change demands professionalizing organizational culture that will require aligning organizational decision-making and people policy and practices.

**Enterprise Behavioral Structures**

The Guide explores organizational performance structures and their relation to organizational behavior. The focus is on understanding of organizational cultural dynamics, system behavior structures, and changing shadow organizational behavior. As part of achieving and maintaining high performance, the solution leader must align organizational structures with desired performance behavior. We concentrated on four T-Types structures that drive organizational behavior: T-1 Traditional Behavior, T-2
Transitional Behavior, T-3 Transformational Behavior, T-4 Total Integrated Behavior. In addition, every organization has an informal or shadow organization. This shadow organization consisting of Personal Relationship Networks (PRN) and Power Groups must be addressed when trying to change organizational performance.

**Execution Management and Strategic Alignment**

Execution management requires the necessary framework to achieve, maintain and grow a High Performance Enterprise (H.P.E.) in a one-world information environment.

Execution management focuses on aligning organizational space as part of interrelated, interconnected, interactive and integrated One-World Information Space (environment).

The Guide explores the dynamics of the organizational space, its form, content and actions in terms of behavior, market, operation and knowledge. Execution management focuses on five strategic dimensions of the high performance, globally competitive enterprise: Environment (Information)-Conscious, Performance-Driven, Value-Obsessed, Innovation-Propelled, Knowledge-Invested Organization. The high performance we seek demands continuously aligning organizational direction and key performance enablers: Core Structures, Core Relations, Core Processes and Core Competencies.
We explore these critical dimensions of organizational performance space in terms of aligning organizational structures, relations networks, feedback processes and organizational competence with the One-World performance standards. While the organization’s relationship network defines the boundaries of the enterprise space, the organizational processes define the content and actions. Managing the organizational knowledge space requires managing organizational competence and knowledge transfer, its information communication technology infrastructure and of course, its intellectual capital.

**Solution Leaders**

The following questions and answers provide a frame for the content of this work.

- **Why the need for Solution Leaders?**

  The simple answer is the world has changed; Information has become the dominant resource, it has created a new global frontier information space. New problems generated by the complex dynamics of the One-World information environment demand new thinking and new solutions and a new leadership.
• **How will the Solution Leaders solve problems?**
Solution leaders use an integrated, multidisciplinary approach, a formalized solution execution methodology that guides strategic change interventions. For leaders to find sustainable global, societal and organizational solutions will require the use of a multidisciplinary integrated system approach, a *Solution Execution Approach* that is grounded in an understanding of complex adaptive system behavior.

• **What actions must the Solution Leaders take?**
Solution leaders must manage a high performance enterprise by executing solutions to achieve and maintain global competitiveness. The challenge for the Solution Leader is to manage the enterprise space as part of an interrelated, interconnected, interactive and integrated global information environment. One of the most challenging interventions is *Managing Organizational Transformation* (MOT). It requires making critical strategic decisions to achieving sustainable growth and development by riding waves of change and restructuring the organizational space.

• **Who are the Solution Leaders?**
Solution leaders have a global-mindset open to the challenges of the new frontier of the One-World information environment. Solution leaders must think and learn, lead and manage in both global and local space and in which culture matters. They are learners, continuously training, developing and educating themselves as well as others.