

Strategic Renewal: Becoming a High Performance Organization

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The purpose of the book written by Michael A. Mishe is to enlighten the reader to organizational renewal. He refers to common happenings in life and business as changes or uses the language in the business community 'RENEWAL'. He looks at various aspects of business such as defining strategic renewal, staying current in a dynamic organization, and keeping leadership current with renewal with the organization and with the global dynamic of competition.

The idea that is emphasized in this book is that renewal is not new but changing with consumers and with the technology that consumers are being drawn towards is what will help in the renewal process. Leadership in this area is a living system that must be able to grow and change with new and viable ideas. CEO's that have no willingness to



HIGH PERFORMANCE & STRATEGIC RENEWAL

High performance or strategic pillars have five common aspects, technology, innovation, leadership, knowledge, operational excellence and agility.

Technology allows companies to be high performance for their customers as well as their employees. This ability shows competitors that the necessity to be tech savvy is important.

Leadership is very important to any organization. It is essential to any change journey and the ability of an organization to recognize and establish and anticipate change. They must establish vision, craft for change, or effectively manage the effort of

change.

Innovation and reinvention is needed within an organization to be competitive with itself and the rules by which others must compete.

Operational excellence is evidence by flawless operations, exemplary financial performance, and the ability to constantly redepoly and reconfigure resources in an efficient manner.

Knowledge management as demonstrated through the creation of learning, dissemination and transference of key knowledge necessary for strategic advantage.

*“The questions may all be the same, but the answers will be different.”
-Albert Einstein*

GLOBALIZATION

Globalization has permanently changed the competitive dynamics of virtually all organizations. The need for strategic realities to become more creative and effective has increased.

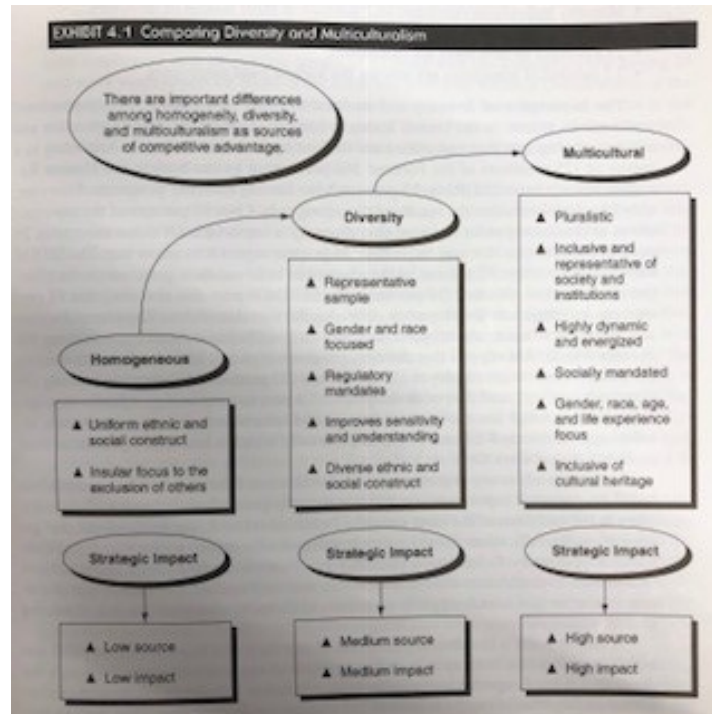
Governmental influences has lessen interventions and protection in terms of traditional trade, thus creating a more creative market.

An organization is looking for people who are skills that are quantitative, qualitative, global understanding of countries and peoples, highly motivated and seeks challenges.

Global companies are also have agility, adaptability, and flexibility for the global economy.

Lastly, global organizations recognize changes and contrasts in the global market.

PLURALISM



An Organization from a strategic perspective must understand that multiculturalism leads to more creative and innovative breakthroughs as well as critical thinking, all of which are essential for strategic renewal.



The consumer has the power at their fingertip...companies are at their will.

INNOVATION: THE ENGINE OF CONTINUOUS RENEWAL

High Performers:

Establish clear goals and objectives for innovation .

Apply broad definitions to the problem and issue first hand break down the problem into manageable segments .

Develop questions and issues relative to each issue to explore every possible scenario to get each problem solved effectively.

Commonly use metaphoric and visualize questions and solve problems.

Use key words and association to stimulate thought process.

Use generational trends and always think one generation ahead.

Establish priorities with criteria for questions to solve problems, occurrences, timing, goals, objectives, etc.

Develop assumptions for each question and issue. For each assumption develop a set of three to five characteristics or statements that describe the assumption.

The key is to think differently

INFORMATION TECHNOLOGY

High-performance organizations leverage leadership, strategy, and vision through IT and use IT as a means of reaching all segments of the organizations.

These organizations extend their boundaries by using IT to reach their consumers.

Many high-performance organizations manage their IT as an enterprise wide asset resource to discover new patterns, trends, and sources of customers and profits.

Many organizations use IT integrate portions of the enterprise, including customer services, new-product development, and order fulfillment.

These same organizations recognize that IT compresses time, space, and energy. IT accelerates velocity, so anything you do is faster. In leading strategic choices and are simpler.

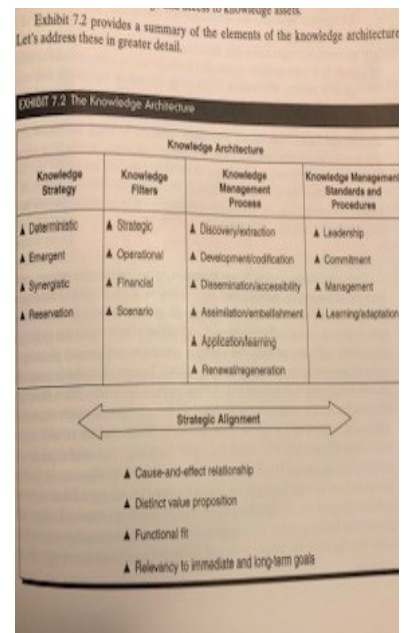


KNOWLEDGE: THE ESSENCE OF COMPETITIVE ADVANTAGE

Knowledge in high –performance organizations take responsibility for creating and managing knowledge as a source of competitive advantage and differentiation. Mobility is common therefore knowledge about the job nuances must be regenerated and relearned.

Knowledge requires an environment that encourages learning, experimentation, adaptation, and expansion. Collaboration is the key to knowledge creation through teamwork. Leaders are responsible for institutionalizing collaboration and making it successful.

Managing knowledge for strategic advantage demands an overall structure and a process of certain types of knowledge while reinforcing requirements. Therefore, knowledge must be meaningful and relevant to the organization. Such action is expressed in several ways, including behaviour or better decision making.



“...the successful modern corporation is a Lego set whose parts can be readily reconfigured as circumstances change.” -Warren Bennis in “An Invented Life”

STRATEGIC LEADERSHIP: THE CORE COMPETENCY FOR HIGH PERFORMANCE

High-performance leaders are professionally and personally committed to the ideals, visions, and the purpose of the cause that they set for their organizations.

Leaders know themselves and develop their characters. They stand for something higher and more valuable than just profits and market share.

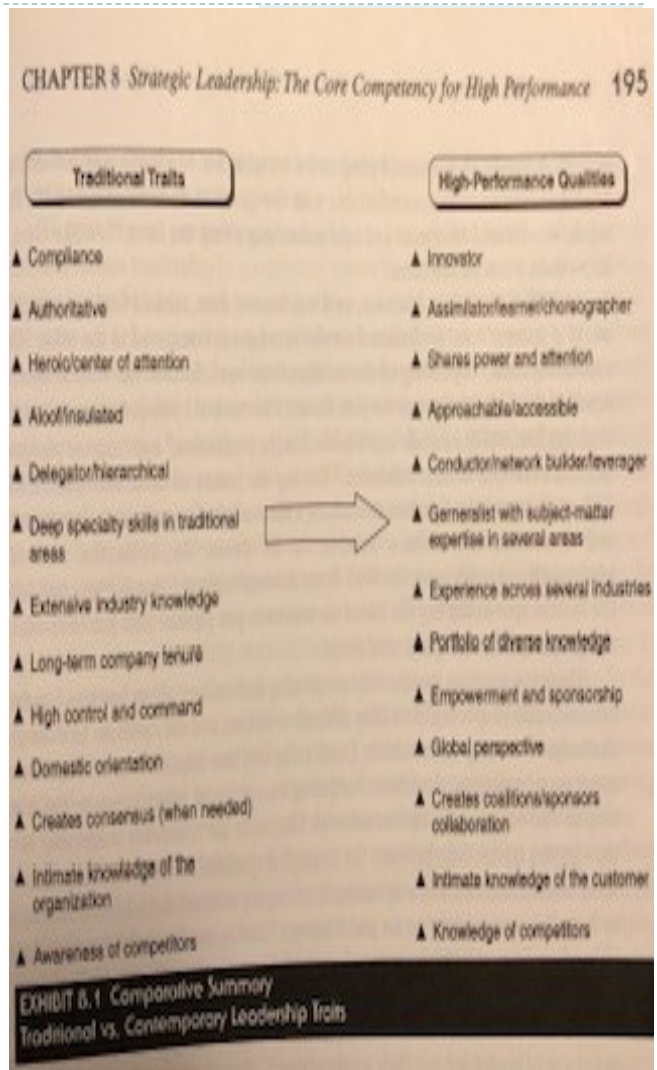
High-performance leaders understand their impact on others. They recognize the relationships, coalitions, and effective collaborations that they are able to generate.

Leaders have high commitment levels toward the job and their values. They provide leadership for all of the people

seeking advancement in all areas. Strategies and vision of their organizations through their own behaviours, communication, and decision making.

High-performance leaders have to make the tough calls. The major decisions rest on their heads and shoulders. They encourage debate, and discussion, then make the decision once all the information has been presented.

High-performance leaders practice civility and good manners. They respect others and treat them as equals.



OPERATIONAL EXCELLENCE AND ORGANIZATIONAL AGILITY: SUSTAINING CONTINUOUS RENEWAL AND HIGH PERFORMANCE

High-performance organizations recognize that operational excellence is central to creating strategic advantage over the competition.

Those organizations that establish operational excellence and its complement, organizational agility, as a strategic pillar will benefit greatly both financially and with their consumers than those who do not have this trait.

BUSINESS INTEGRATION: ARCHITECTING THE ORGANIZATION FOR HIGH PERFORMANCE

To maintain business integration you must remember the three main concepts: the five pillars strategy and strategic renewal, and the themes for high performance.

Using the five-segment approach to achieve organizational and operational integration.

Then last but not least striving to develop and/or acquire competencies that are, by definition, high-performing.

This book was not about rewriting or renewing organizations but relooking at how we look at renewal. I have taken the main themes in every chapter and paraphrased some and others just quoted straight from the book. Everything in this EBS is from this book.