The synergy of SPIDER MAN for efficient performance

Latha Krishnadas Mazumder

Al Khawarizmi International College, Abu Dhabi, United Arab Emirates

Key words

Organizational Performance, Strategic Leadership, Organizational Culture, Organizational Behavior

Abstract

Research on intra organizational relationships and its impact on the organizational performance are predicted by the author. This article examines the integrated alignment of Strategic leadership, overall departmental planning, Direction given at the supervisory level, their effectiveness on Employee efficiency and Empowerment and the expected organizational performance results. The study adds to the theoretical understanding of stronger man power capabilities and the commitment of the Administration that strengthen networking capabilities between stake holders. The research sheds light on the synergy of the essential groups within the organization and their impact on the organizational capabilities. The proposed conceptualized framework provides an insight into the nature of coordinated efforts at various levels within the organization and their impact on the overall organizational performance.

Introduction

The true growth of an organization begins when it has enhanced its operations, financial status, and organizational health that create a successful team culture. It also depends on how well its management has used its internal resources to sustain, grow and increase its profitability. Organizational health will depend on how well the managers have used their skills to improve the business. It is nearly impossible for a team of individuals to achieve true growth without a strong leader to motive and guide them in the right direction. A well experienced corporate team comprising of Strategic Leaders are the focal point for organizational growth and development. They should initiate a culture of inquiry and derive learning from both successful and unsuccessful outcomes. They study in depth the unsuccessful lessons derived from their own experiences and from the experiences of their teams in a more openly and constructive way to identify the hidden lessons.

They follow a disciplined process that balances the enthusiasm, zeal and speed considering all options and tradeoffs in order to arrive at the best decisions. Managerial and visionary leadership as two separate continuums and believe that individuals who are strategic leaders are more than the sum of these two styles. Strategic leaders envision a future with the present circumstances in mind and pay attention to short-term financial stability, with an understanding of what is to be achieved in the long term. Strategic leaders encourage innovation in the face of changing environments and contexts, seeking innovation and change in moving forward. On the other hand, managerial leaders are likely to be fully occupied with the present order and stability. At the same time, strategic leaders are mindful of how the organization is functioning and, therefore, are not likely to fall into the trap of risk-taking, as might visionary leaders, who can destroy an organization's wealth even faster than a managerial leader.

A good strategic leadership involves, valuing, measuring, and achieving the right alignment for the business organization. It is essential to evaluate the business organizational alignment. The organization that emphasizes in a healthy coordination and alignment is said to be an organization that leverages a critical success factor. Integrated efforts within a business organization have a direct and indirect influence on its bottom line and the organization's competitive momentum. Coordination within the business organization should be structured, systemic, and organic. A well-defined and executed alignment effort synergistically includes every facet of the value chain including the business mission, vision, values, core competencies, strategies, staff, customers, products, vendors, and sociopolitical conscientiousness.

Defining Organizational Orchestra Alignment– Organizational orchestra alignment refers to the clear understanding of the organization's purpose throughout the organization's entire value chain. Each

stake holder has a different objective like an orchestra with different chords and instruments. A strategic leader has a clear understanding of purpose includes the stated mission, vision, values, core competencies, strategies, policies, procedures, staff, products, customers, vendors, and sociopolitical conscientiousness. A narrow view of coordination in the present environment can lead to catastrophic problems for a business organization. In today's, dynamic environment it is essential for Organizational coordination function to take on a value-based holistic approach evaluating the business organization from its core values to secondary and tertiary outside relationships.

Organizational harmony can bring increased value to the organization through cost reductions, goodwill, employee morale, shareholder dividends, and customer loyalty. In pursuit of excellence and efficient performance, managers must take measures to track the elements that directly impact the financial and operational performance. A thorough understanding of relevant actionable insights that improves and enhances the current performance level must be reviewed and practiced. To promote a healthy organization climate, it is required to bring a lasting change to the mindset and behavior that impact the bottom line. Management at all levels within an organization should design and draft a combined plan and put in efforts to inculcate a healthy organizational culture.
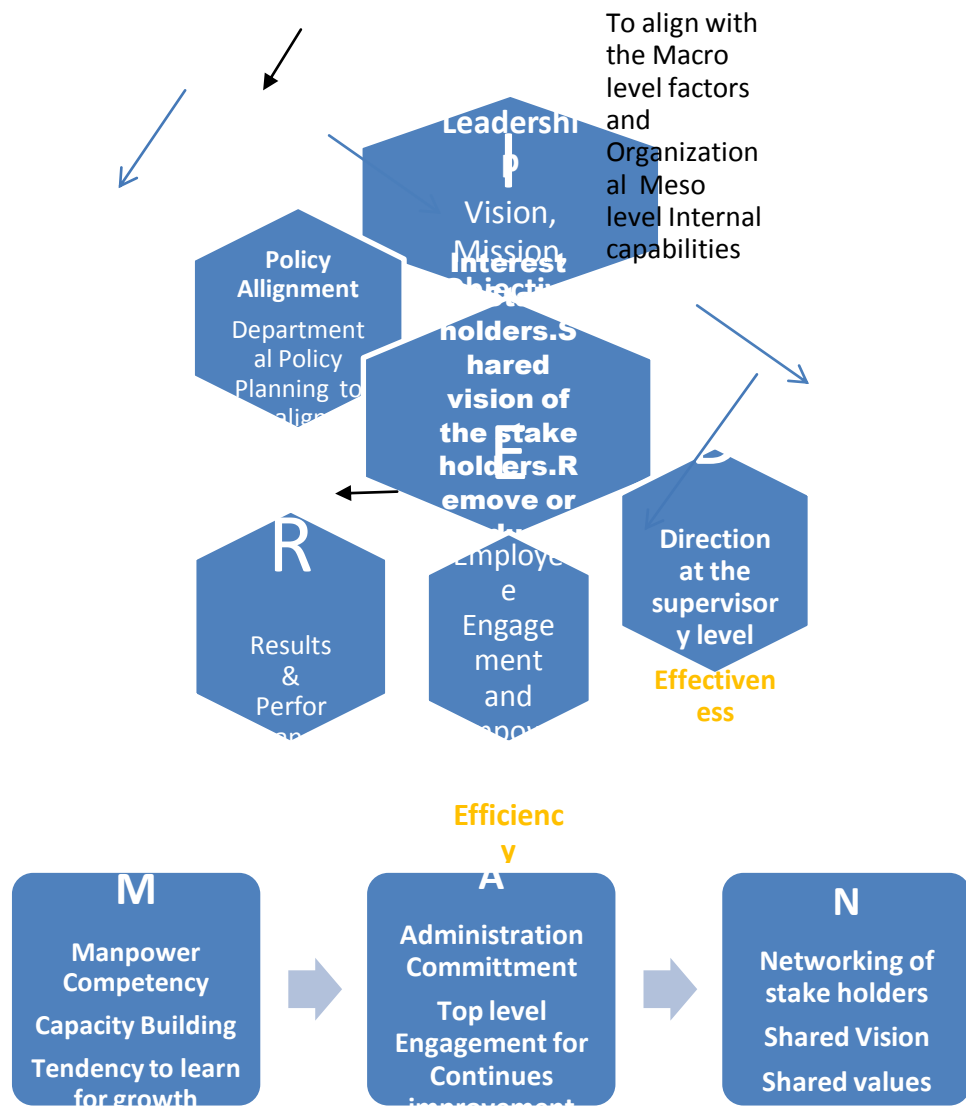
The SPIDER MAN framework will enable an organization to customize a road map to enhance long term performance. The 'S' model adopted in the SPIDER MAN framework emphasizes to align planning and operations from the top level to the bottom line that begins with a thorough understanding of Strategy Implementation.

The corporate team decides at the appropriate time to choose a path which is a Growth, Stability or Retrenchment based on the Environmental Scanning and Business Intelligence gathered through reliable forecast techniques. Once the formulation is done, the corporate team builds a strategy implementation model that is tailor made and crafted to suit the organization's short term and long term aspirations. This is where the 'S' model of SPIDER MAN framework begins to take its shape. The aspirations and clearly drafted expectations of the Strategic team have to align with the Overall Planning in organizations that involves all departments and functional divisions. This process has to create a synergy within the organization that aligns the thought process, operations and common goals. The degree of involvement, the integrity, the synergy created must reflect on the Directions and guidance of the supervisory level.

At this level, it is utmost important to channelize and render appropriate performance management methods to enhance employee engagement which will give assured expected results as aspired by the Strategic team at the corporate level. The aforesaid attempt to create the right synergy will depend on three important pillars namely the Manpower competency and their involvement to learn and grow with the organization, Administration commitment to be supportive, understanding and Contributing and lastly the strong healthy networking of all stakeholders of the organization.

The spider man impact on organizational performance

An aligned organization is more tactically and strategically efficient contributing to lower costs from errors, missteps, and competing priorities. Customers can sense that a business organization is well aligned through their interactions with the business organization. Consistently good customer experiences will create repeat and incremental business increasing the value of a business organization's goodwill. Employees and shareholders also benefit from the well-coordinated business organization. Measuring and Evaluating Organizational Coordination and Alignment – Business organization needs to evaluate alignment. Routine customer and employee surveys can be considered to provide a periodic measure of alignment. The company should routinely tracks employee turnover, consider adapting this process to include information gathering related to perceptions of alignment or misalignment. The organization should acquire market research data, and consider adapting the process to provide data reflecting customer and market perceptions of company, brand, and product alignment. Surveys are sometimes viewed independently, and in narrow isolation, to determine faults in marketing, HR, operations, or brand recognition. Achieving and sustaining organizational alignment is easier said than done.

Leadership — Vision, Mission, Objectives

Interest holders. Shared vision of the stake holders. Remove or reduce

Policy Allignment — Departmental Policy Planning to align

R — Results & Performance

Employee Engagement and Empower

Direction at the supervisory level

Effectiveness

To align with the Macro level factors and Organizational Meso level Internal capabilities

Efficiency

M — Manpower Competency / Capacity Building / Tendency to learn for growth

A — Administration Committment / Top level Engagement for Continues improvement

N — Networking of stake holders / Shared Vision / Shared values

Strategic Leadership, Initiative and Objectives

Parameters to measure the Organizational strategic leadership are aligned with the macro, meso and micro environment:

a. Has your organization developed a benchmark measure from which to compare future measurements? Is the valuation approach undertaken to affirm the tangible and intangible value of alignment focused efforts and the return on investment.

b. Is there an honest appraisal of measurement of results including current state, future state, gap analysis, and action plans that consistently complement the businesses iterative strategic plans?
c. Have you ensured that the Change management integration of organizational alignment strategies, tactics, and measurements to assure continued alignment throughout the change process. Additionally, change management must develop contingency plans to detect and remediate alignment issues before, during, and after change occurs.
d Has your administration provided an independent budget and supports high level iterative strategic initiative to create and maintain organizational alignment and not consider alignment merely an adjunct effort?
e. Do you have a clear and compelling array of communications approach targeted to promote the alignment initiatives and results?

Policy Alignment with strategic Objectives

Policy refers to the guidelines that help organization in making important organizational decisions, including the identification of different alternatives such as programs or spending priorities, and choosing among them on the basis of the impact they will have. Policies can be understood as political, management, financial, and administrative mechanisms arranged to reach explicit goals.

A policy guideline is followed and implemented as a protocol. Policies are generally adopted by the top level management within an organization whereas procedures or protocols would be developed and adopted by senior executive officers. Policies sometimes have side effects or unexpected, consequences that affect the organizational culture. Policies are the first line of defense against risk from an organizational perspective. While technologies, processes, and ultimately, human resource are the soldiers on the front lines, policy is the strategic direction that guides the organization toward objectives and goals.It is essential to evaluate the effectiveness of a policy in terms of its perceived intentions and results. Policy actors attempt to determine whether the course of action is a success or failure by examining its impact and outcomes

Steve Schlarman, in his article on Developing Effective Policy, Procedures and Standards states, 'However, policy is not just a 'check the box' activity for regulatory compliance'. Policy defines the organization's response and posture for handling specific business processes.
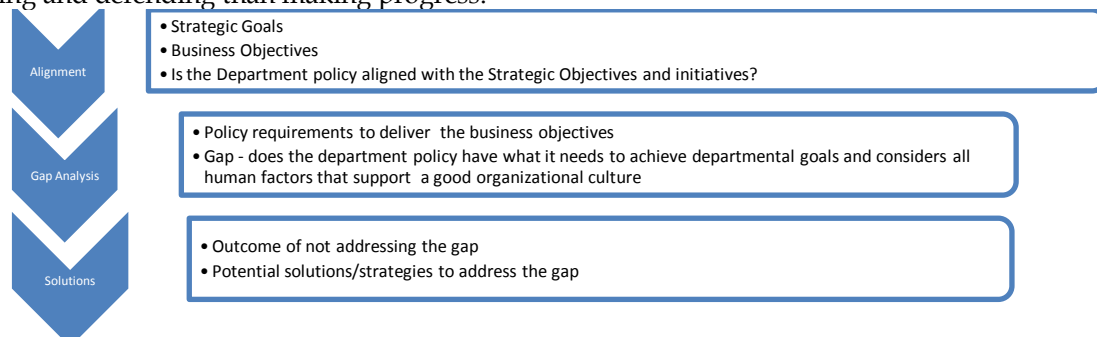
Parameters to measure if Organizational Policy is in harmony with the Strategic Objectives:

Are the Policy and standards aligning with the Strategic initiatives and objectives?
Are the policy and standards practical?
To what extent is the Policy and standard meeting the Organizational objectives?
Do the standards define specific actions and responsibilities?
Is the organization Policy setting a general direction? It must work in concert to provide employees with the appropriate information to impact their jobs.
Has the organization ensured to allocate responsibility to the appropriate person to, execute and own the policy?

The strategic objectives and initiatives and Policy Compliance activities must be appropriately aligned. Policy without a corresponding compliance measurement and monitoring strategy will be looked at as an unrealistic decorative document. Compliance activities without a supporting policy infrastructure will result in high failure rates given that requirements have not been properly defined and communicated. In the end, policy definitions should drive specific compliance activities; both sides of the equation should move forward at the same rate.

Finally, the approach to policy must be holistic. Policy does not impact the organization if it is only words on the page. Therefore, management must support an active intention to insert policy into its culture. Policy should cover people, process and technology. Roles and responsibilities must be clearly defined; processes must be appropriately addressed and standards should be driven down to technology layer controls. A plan must be defined for the integration into processes across organization. This integration will be fueled by focused training material, education and awareness campaigns.

Most strategic results are touched by multiple functions, with either one function or sometimes no one held accountable for the outcome. When the results are below expectations, those accountable are called for a review of their performance. Quite often, issues along the cross-functional path have contributed to the poor performance. This is when the blame game begins and more energy is spent covering and defending than making progress.

Alignment
- Strategic Goals
- Business Objectives
- Is the Department policy aligned with the Strategic Objectives and initiatives?

Gap Analysis
- Policy requirements to deliver the business objectives
- Gap - does the department policy have what it needs to achieve departmental goals and considers all human factors that support a good organizational culture

Solutions
- Outcome of not addressing the gap
- Potential solutions/strategies to address the gap

Involvement and Integrity in meeting the Interest of Stake holders

Building a solid stakeholder relationship foundation is to know what you want to accomplish with the internal and external stakeholders and their strong relationships. Strategic leaders cascade their strategic initiatives into ethical policies, procedures and practices throughout the organization so that you build a culture around good stake holder relations. They make sure everyone knows, understands, and is committed to adopting and practicing the strategic concepts supporting good shared vision, values and relations.

Once the business organization's strategic intentions are clearly defined and cascaded throughout the organization, evaluate every stake holder's objectives and design a route map to prioritize the objective clearly aligning with the overall organizational Strategy. Example of one of the stake holder is a vendor selection processes which should be driven by selection guidelines and methodologies divided into two components, general and specific criteria. General criteria apply to any vendor and would include evaluation components such background reviews of vendor financial performance, references, litigation history, principle leadership, and industry information. Specific criteria apply to the specific vendor product requirements needed to satisfy the business objective.

D. Christopher Kayes, in his article on Building organizational integrity states that Ethical lapses by employees can put organizations at substantial risk. Although improved compliance procedures can help limit this risk, successful efforts must extend beyond compliance to build a culture of organizational integrity. A culture of openness , responsibility, honesty and integrity among the stake holders can build solid foundation for an organization to sustain strongly in this competitive world.

Direction at the supervisory level the missing element that often prevents the successful deployment of the strategic plan is the lack of a detailed plan that coordinates multiple resources within time and cost restraints. An Operational Effectiveness Plan translates each strategy into a detailed project action plan with clear objectives and performance measures. The action plan will include clear direction as to who will do it, what will they do, when will they do it, what resources are required and what costs are required.

Parameters to check if Directions are aligned with the organizational needs

1. Have you documented the Cross-Functional Path of Enterprise Goals
2. Did you attempt to close the Leadership Skills Gap if so, to what extent?
3. Staffs are often unclear or unsure how they are expected to contribute to organizational success. Did you make an attempt to limit assumptions among them and be explicit?
4. Have you promoted effective information sharing?
5. Did you ensure to create meaningful and not multiple metrics to measure performance?

Employees are not mind readers. A clearly articulated set of employee expectations may fill the gap with a clear understanding leaving no room for assumption, doubt, or speculation. Organizational goals and objectives must align with the organization's vision and mission if planning is to be successful because the organization's efforts are unified and consistently delivered. Leaders that fail to link and cross reference goals with vision and mission will find it difficult to get support over time. Department Heads should be in touch with what's going on around them and have a realistic and sound understanding of the environment in which they work. They must understand all aspects of their organization's environment and subsequently are clear about their current competitive position in the marketplace. This includes a clear understanding of their customers, suppliers, partners and stakeholders as well as other influences. The following check list is a few examples of questions to ensure that the direction at the supervisory level is bridging the gap between the known and unknown facts within a department.

1. Are the employees keeping you informed about any significant information, or do you receive information as a surprise by not being informed?
2. Are your employees able to solve problems independently or are they approaching you for every single problem?
3. Are you able to initiate a friendly approach, have a business level interaction and exit your conversation on a friendly note with your immediate subordinates?
4. Are you making sure to deal with actual facts and avoid dealing in second or third hand information?

5. Inference and implication aren't good enough to base your decision and reputation or the reputation of others. If you are in doubt about the authenticity of something are you getting to the source and get clarification before you pass it along your team members?

6. Do you follow the Open door policy – Do you make yourself available for your team to give you direct report?

7. Are you brief in your comments and then supporting it with background information?

8. Do you Praise your employees publicly and criticize privately which will indirectly earn and maintain you the respect of others.

9. Do you always think before you speak – Especially in emotionally charged situations when your feelings are influencing your ability to think clearly and make decisions? Do you write down your thought or remove yourself temporarily from an emotional situation if necessary?

10. Are you proactive – Consistently take the time, energy, and initiative to think ahead. Anticipate problems before they occur and consider contingencies?

11. Do you consider your professional development as your responsibility and fully support career pathing, mentoring, succession management planning, and removing any impediments to your ability to learn and grow? However, the initiative for developing your knowledge, skills, and abilities must come from you.

12. Do you look for the best in each other to build a solid team upon each other's strengths, the diversity of your team's collective backgrounds and experiences?

Having the ability to create strategy and solidifying alignment of an organization's departments or divisions is never easy. The standpoint is how the information from the lead organization is translated down to the operational areas.

Employee Engagement

An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. These employees work with passion and feel a profound connection to their company. People that are actively engaged help move the organization forward. Engaged employees care about the future of the company and are willing to invest the discretionary effort, exceeding duty's call so that the organization succeeds. Employee engagement also affects the mindset of people. Engaged employees believe that they can make a difference in the organizations they work for. Confidence in the knowledge, skills, and abilities that people possess in both themselves and others is a powerful predictor of behavior and subsequent performance.

Employee Engagement can be measured with degree in which the employees in an organization perceive the five "R"s.
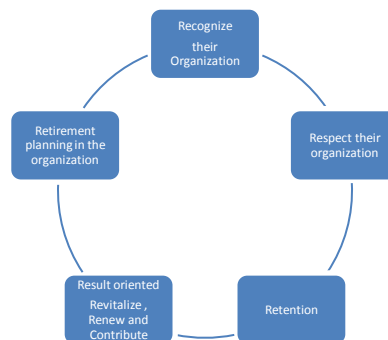
It is all about CARE that an employee takes for the organization. Overall measurement of CARE will define the strength of an organization's employee engagement.

CARE, here refers to the following

(i) Commitment towards organization

(ii)Achieving Goals, targets and actively participating in the organizational activities

(iii) Retention rate within an organization

(iv)Enterprising and entrepreneurial thoughts for the organization by conceiving innovative techniques in the best interest of the organization

Leaders benefit greatly by seeking input from the people they lead because they learn more about the challenges facing the organization and are able to build collaboration and enhanced commitment from their people. Planning is most effective when staff is engaged in the process because this generates additional input and helps build their commitment to the end plan. Each department's contribution is necessary to build an effective strategic plan and should consider involving employees to share their ideas and engage them in discussing the following:

- What are our performance strengths & weaknesses?
- What other strengths & weaknesses do we have?
- What strategies do we see as necessary to bridge this gap?
- What do we think are the organization's current goals, structure & ways of operating?
- What are the emergent opportunities and threats bearing on the organization from various environmental sectors? (i.e.; from customer feedback, knowledge of present market, staff feedback)
- What are we doing to address these opportunities and threats? This is not looking for blame. Rather, we need to ask, "How are we working around the real issue of?"

By defining the operating environment they are also able to benchmark their performance and later assess their organization's progress over time.

Results and Performance

Executives are generally replaced when they fail to achieve expected business results. Poor business results are often attributed to poor individual performance or poor leadership skills. After all, it is easier to change the person than the structure. The underlying problem, however, is often a poor design. A poor organization design can prevent the business unit leader from having full and adequate control over key resources (marketing, product development, etc.). Similarly, key business information may not be available to him/her, or decision-making processes may undermine his/her ability make critical decisions quickly, and with the proper level of accountability.

These leaders tend to pay particular attention to building their organization's resources, capabilities and competencies in order to gain appropriate, sustained competitive advantages. Strategic leaders know that focusing on the short term and forgetting about core competencies in the face of changing circumstances and a turbulent environment are likely to lead to organizational failure.

Strategic leaders view human capital as an important factor in innovation and the creation of core competencies, and they expend considerable effort sustaining the health of this resource (human capital). While managerial leaders focus on the exploitation of current resources and capabilities, strategic leaders combine this focus with a search for new resources, capabilities, and core competencies, which will, when needed, be exploited to create wealth. This dual focus on exploitation and exploration, often referred to as ambidexterity, is a prerequisite for long-term organizational success. Organizations led by strategic leaders are more successful in learning, both at the individual and group levels. Studies have shown that both the managerial and visionary aspects of leadership are essential for organization-wide learning initiatives to succeed. While a strategic leader's articulation of a vision helps alter the institutionalized learning of an organization, his or her managerial approach helps spread and reinforce current learning initiatives. This combination is necessary, since the organization always needs to learn new things and at the same time, to institutionalize newly discovered avenues of learning. Organizational learning and the creation and sharing of knowledge within an organization are important prerequisites for long-term viability and are better practiced by an organization led by a strategic leader.

The ultimate goal of a business is to create, capture and distribute wealth in a manner that is sustainable. We believe that each form of leadership will lead to a different outcome in terms of wealth creation.

Manpower Competency

Competencies define the skills and capabilities needed by people to succeed within an organization. Competencies are mapped to individual jobs and outline the expectations for different roles and positions. Capacity building is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, within from realizing their developmental goals while enhancing the abilities that will allow them to achieve measurable and sustainable results. The strategic leader along

with the HR team and the departmental head has to build a competency mapping and try to build the capacity of the workforce. This will include the following steps:
(i) Study of Job Descriptions.
(ii) Discussions with job holders.
(iii) Focus Group discussions with superiors.
(iv) Competency Model building
(v) Competency refinement
(vi) Configuration Assessment for optimum workforce management

According to a study undertaken by **Liz Gryger,** a consultant in McKinsey's Pittsburgh office, Seventy percent of senior executives say capability building is among their companies' top three priorities, compared with 58 percent of respondents overall and 48 percent of respondents in HR Accordingly, when senior leaders set the training agenda, capability building is more often explicitly linked to immediate business goals than when other groups do so. Companies need to be more deliberate in understanding which capabilities truly impact business performance and align their training programs accordingly. Those that focus on leadership skill development are likelier to consider their training programs effective in improving business performance. When senior leaders set the agenda for building capabilities, those agendas are more often aligned with the capability most important to performance. Most companies focus on the capability executives say is most important to business performance because it's a part of the companies' culture, not for any competitive reason. While culture is a strong driver of effective capability building, companies that focus on certain capabilities for competitive reasons rather than cultural ones gain a stronger competitive advantage.

Administrative commitment for Continues improvement

Senior management involvement and team involvement are typically expected to have a positive impact on the achievement of strategic goals of an organization. Greater organizational commitment would result in more and better planning resources that could produce a higher quality plan that better accomplishes organizational objectives. Greater senior management involvement would provide better knowledge about organizational objectives and hence a plan that can accomplish them better. Greater team involvement would provide more knowledge about organization operations, and hence a plan that addresses them better so that the organization could better accomplish objectives.
Parameters to measure Organization commitment:

- ✓ Sufficient resources are allocated appropriately for each activity within the organization.
- ✓ Organizational support is exhibited as and when required.
- ✓ Management's expectations for the results of each department is reasonable
- ✓ Strategic leaders and Departmental heads leaders have high credibility for ethical decisions.
- ✓ Key Skeleton Administrative personnel are committed from its start to finish maintaining continuous improvement in work process.
- ✓ Management controlled policies are appropriate to resolve conflict among different organizational subunits.
- ✓ Senior management involvement is strong in all aspects.
- ✓ Senior management is well informed about operational challenges and work towards minimizing work related issues.
- ✓ Senior management provides feedback and guidance throughout the work in process for continuous improvement
- ✓ Inputs are solicited from the organizational levels responsible for implementing the Strategies.
- ✓ The employees are well informed about any business changes taking place.
- ✓ The team members and tasks are given to employees who are chosen on the basis of competence rather than availability.
- ✓ The Administration makes sure to educate about organizational objectives and key issues to all levels as and when required.
- ✓ Team members are trained and given support from the Administration.

Networking

The networking among stake holders helps member identify and understand the latest transparency trends, risks and opportunities and apply transparency in ways that help each stake holder member to accelerate solutions to key systemic issues. Member stake holders build trust and unlock new possibilities by networking and collaborating with the organization. Organizational growth is closely correlated to individuals who are willing to network and collaborate outside their normal sphere of influence. People able to span the organizational hierarchy and build internal and external networks cannot help but grow and adapt. Growing adaptive organizations, transformational leaders realize the importance of blurring organizational lines, supporting collaborative communities and breaking down silos to encourage transparency. The leaders within an organization may consider the following ideas to ensure the strong bond between stake holders.

- Analyze social and organizational networks to understand knowledge gaps.
- Ensure communities of practice are aligned to the business goals and encourage sustainability through people to people connections and participation.
- Capitalize on the power of networks to build effective and adaptive learning organizations.
- Grow expertise and competencies that requires knowing your current proficiencies, setting goals, and crossing many boundaries to grow new ideas and expand your knowledge.

Conclusion

Strategic leaders who merely assume that organizational coordination, integration and alignment will "take care of itself as long as we're making bundles of money", is like building a dangerous house of cards. On the other hand, a company that organically integrates organizational alignment initiatives into its core structures can eventually create an inertia that perpetuates alignment to a point that the effort is barely visible. Alignment initiatives that are overemphasized can limit innovative thinking resulting in poor performance. Every business organization has its uniquely collective corporeal personality and need for individuality.

Most business organizations want to be viewed as tightly aligned and leverage their corporate identity as a market differentiator. The rewards for an aligned organization are represented internally and externally. Internally, the staff remains committed, loyal, self-directed, efficient, innovative, and focused. The organization has a better chance of remaining viable and producing shareholder dividends. Externally, the customers, suppliers, competitors, industry analysts, and general community acknowledge and respect the business organization.

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