



ORGANISATIONAL TRANSFORMATION: A PARADIGM SHIFT FROM THE CLASSICAL TO THE POST-CONTEMPORARY ORIENTATION

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ABSTRACT

The paper examined "Organisational transformation: A paradigm shift from the classical to post-contemporary orientation." The purpose was to look critically at the relevance of managerial functions notably: planning, organising, leading and controlling as practised at the contemporary time and canvass for the review or revisit to usher in the post-contemporary practice in tandem with the changing dynamics of business environment. The methodology and design were purely descriptive desk research undergird by the prism of advocacy which relies heavily on extant literature. The paper advocated health, safety and green environment (HSgE) or society as the purpose of business organisations as profit potential is inherent in the same. In other words, purpose should be the super-ordinate ambitions of business enterprises to which the drive for profit making should be subordinated or subjected. Preference should be given to networking which permits organisation-wide interactions founded on self-managed teams as against tall hierarchies which erect bureaucracy and stultify initiative. Empowering contrary to controlling allows employees relative autonomy to exercise creative and innovative initiatives where dyads of employees' commitment intersect with organisational commitment without fear of discipline associated with administrative control. Experimenting as against planning leverages McGregor's theory 'y' which anchors on the principle of 'self-fulfilling prophecy' as it fosters employees' self-confidence to exercise discretion, initiate creative innovative actions and remain protected in event of unintentional mistakes. Transparency in contradistinction to privacy helps to build bankable trust and boosts corporate governance in business organisations. Further research from empirical standpoint and preliminary application are recommended to both academics and business practitioners respectively.

Keywords: *Dyads, Empowerment, Holacracy, Lowerarchy, Networking, Experimenting, Super-ordinate and Transparency.*

INTRODUCTION

Business organisations, for decades now and in the foreseeable future, have been recognised to be the veritable social framework where people work daily in order to realise a common set of goals of which the quest to eke out a respectable standard of living is essential part (Baridam, 1993; Robbins, 2005). Given the fact that business organisations are made up of people of diverse backgrounds and cultures, the notion of management becomes imperative to install a structure necessary to ensure order and discipline sufficiently necessary to achieve the nominated goals and/or objectives of business organisations (Robbins, DeCenzo & Coulter, 2011). That explains and justifies why Fayol (1916) cited in (Guthrie & Peaucelle, 2015; Robbins *et al.*, 2011) enlisted order and discipline among the fourteen principles of management. Admittedly, the management of business organisations has evolved and spanned many eras from classical through behavioural and quantitative to the contemporary (Schermerhorn, 2010; Robbins *et al.*, 2011). Similarly, the socio-economic, political cum cultural and technological milieus within which the business organisations operate have equally been shifting at a very rapid pace due to volatility, uncertainty, complexity and ambiguity (VUCA), (Benis & Nanus, 1985; Skidmore, 2020). This brings to the fore the issue of managerial functions often performed to ensure overall performance of businesses expressible broadly in terms of survival, growth and profitability (Pearce & Robinson, 1991; Ezirim, 1995; Oni, 2005). Cogently, the notion of profit motive as the cardinal objective of business organisation pervades and transcends all the evolutionary milestones of management as a discipline. Beyond these however, the issues of effectiveness, integrity and relevance of the managerial functions of business organisations come to the front burner. It spanned Fayol's (1949) planning, organising, commanding, coordinating and controlling through Gulick's and Urwick (1937) and Manjani (2018) PODCORB translated literally as planning, organising, directing, coordinating, reporting and budgeting to the streamlined contemporary approach comprising: planning, organising, leading and controlling (Griffen, 2005; Schermerhorn, 2010; Robbins *et al.*, 2011).

OBJECTIVE OF THE STUDY

The study aimed at examining the validity of the traditional managerial functions comprising planning, organising, leading and controlling on which the running of business organisations throughout different management eras is erected and advocate the need to revisit them as they

seem questionable given operating socio-economic milieu. This thought informs and inaugurates the notion of post-contemporary paradigm shift which encapsulates to wit: purpose not profit, networking not hierarchies, empowering not controlling, experimenting not planning and transparency not privacy (Satell, 2018). The discourse on these dimensions of post-contemporary paradigm shift proceeds as follows:

LITERATURE REVIEW

The paradigm shift being advocated in this paper would certainly involve some degree of change which must be managed. There are many notable change models in management literature viz: Kurt Lewin three-step model or Kurt Lewin Force-field Analysis, Kotter's eight-step model, Ulrich's seven-step model and Kubler-Ross Grief Model (Gomez-Mejia, 2002). However, the baseline theory on which this study is anchored is the three-step change management theory propounded by Kurt Lewin in 1947 (Gomez-Mejia, 2002; Hossan, 2015). The three-step model involves: unfreezing, movement or transformation and refreezing. The unfreezing step entails the establishment of the need for change, preparing the organisational people and the entire organisation for the change in terms of allaying unfounded fears and anxieties which usually attend every change programme or agenda. The movement or transformation stage signals the actual change being effected and the last step of refreezing demands the inculcation and reinforcement of the new ways of doing things associated with the change into the organisation's people and making sure the same endures.

Purpose Not Profit

The business organisations are really the creations of entrepreneurial people driven by the cardinal motive of profit making (Ezirim, 1995; Oni, 2005; Cohen, 2011; Gabriel, 2018). Although profit has more than one perspective from which it can be defined, from economist perspective however, profit represents the positive difference between total revenue and total cost (Omuya, 1982; Ezirim, 1995; Gabriel, 2018). The sole pursuit of profit as objective of business organisation which most corporate policies foster is more transaction-driven than transformational as it has no meaning, fraught with danger and greed-infested (Greenberg & Baron, 2000; Drucker cited in Cohen, 2011). The focus on profit maximisation reduces public trust, limits in a way the life span of the business, expands the scope of underhand businesses, whittles employees' engagement and inflicts untold damage to the environment (Cohen,

2011). Profit is essential in the affairs of business organisations to extent that it supports marketing actions and innovations because profit maximisation on its own is inimical to the society and jeopardises organisational health in the long run (Drucker cited in Cohen, 2011). Oyeranmi (2020) reliving the experience of multinational oil companies in Nigeria corroborates that their mission “is to maximise profit, suck and rape their host natural resources with little or no regard for environment.” For instance, the production of sub-standard products, fake and adulterated products, faulty weights and measures etcetera are common malpractices often perpetrated by business organisations in unbridled pursuit of profit. Therefore, profit ought to be seen as the end product of organisational success anchored on purpose and in line with the triple bottom line sustainability framework (Slapper & Hall, n. d.; Elkington, 2018; Kenton, 2020).

It bears to state that both the entrepreneurs and the businesses they create are understandably the product of environment. The curious question to ask becomes how? The entrepreneurs as human beings are creatures of God with environment (mother earth) as the raw material (Genesis 2: 7). Business organisations exist in identified environment, source and obtain their resource inputs comprising men, materials, machines and money (4Ms of management) from the same environment and after necessary transformation of the inputs, the output of goods and/or services are, in turn, sent to the same environment for consumption purposes (Wehrich, Cannice & Koontz, 2013; Gabriel, 2018). The output of goods and services are consumed by both organisational members and the larger society from which sources profit may result and accrue over time. This explains why from the systems standpoint, business organisations affect environment and are, in turn, also affected by the dynamics of the environment (Baridam, 1993; Oni, 2005; Schermerhorn, 2010). Corroborating, Akpan, Ikon and Chukwunonye (2016) and Osuagwu (cited in Gabriel, 2018) state that environment reflects the totality of conditions, influences and events within which a business organisation operates.

On this premise, the purpose of business organisations ought ideally to stress the health, safety and green environment (HSgE) or society on which the existence and survival of the business organisations depend. Drucker cited in Cohen (2011) buttresses that the purpose of business organisations is the creation of a customer. Cognately the customer, from

the standpoint of environmental analysis, constitutes the task, relevant or micro environment of business organisations (Kazmi, 2002; Thompson, Strickland & Gamble, 2007; Wheelen & Hunger, 2010; David, 2013). Hardly can any business organisation exist and thrive without environment. To this effect, Zappulla (2019) urges the protection of people and the environment and in doing so, the future of business organisations will be protected because “businesses cannot thrive in a world in which people don’t.” Therefore, purpose as opposed to profit should be the focus of business organisations because it helps to attract talents, committed shareholders, partners and create solidarity with communities (Cohen, 2011). The Deloitte Millennial Survey 2018 attested that 40% of the respondents agreed that the goal of business organisations should be to improve the society (Zappulla, 2019). This explains why Unilever is in the forefront, for example, to craft and build purpose-led strategy into its core business founded on the pursuit of “sustainability living development plan” which strikes a delicate balance among food security, health and environment (Zappulla, 2019).

The unfortunate misplacement of priority on healthy and safe environment as the purpose of business organisations in pursuit of profits accounts largely for the countless havocs wrecked on the environment with attendant negative long-term impact on the society. The backlash of the neglect of environment manifests in many ways viz: climate change, global warming, acid rain, green-house emissions (carbon dioxide emissions (CO₂), gas flaring, depletion of ozone layer, coastal inundation (flood disaster), environmental degradation, air pollution, militancy, earthquakes, tsunamis, hurricanes and tornadoes. These constitute the challenges that business organisations are currently battling to overcome (Miller, 1992; Woo, 1992; Cheese, 1992; Conserve Energy Future, n.d.; Neger, Garb, Biller, Sagy & Tal, 2010; Nathaniel, Nwulu & Bekun, 2020; Oyeranmi, 2020). Kelly Sim (cited in Imisim, 1997) states that the U.S., was reported to have abdicated its responsibility to protect the world from dangerous global warming as the largest emitter of greenhouse gases thereby calling for international leadership to combat the challenge. At the global level in this connection, the fight to preserve the environment is led by United Nation Environmental Programme (UNEP) which, for example, has just celebrated 35 years of ozone layer protection otherwise known as: World Ozone Day premised on Vienna Convention held annually and this year’s edition took place on September 16, 2020 (Andersen, 2020). Woo (1992) corroborates that the United Nations

Conference on Environment and Development (UNCED) emphasised at Rio de Janeiro the need to focus global attention on ecological issues. Besides, there has been emergence of “B Corporations” which are companies certified on the basis of social sustainability and environmental performance standards launched in 2006 and their outcomes evaluated using UN Global Impact metric called “The Global Reporting Initiative (GRI)” (Zappulla, 2019). This measure resonates with the caution sounded by John Paul 11 (cited in Conserve Energy Future, n. d.) thus: “the earth will not continue to offer its harvest, except with faithful stewardship. We cannot say we love the land and then take steps to destroy it for use by future generations.”

In the Niger Delta region of Nigeria, for instance, the exploration and exploitation of crude oil deposits since 1958 have succeeded in destroying the healthy bio-diversity of the region's environment with serious adverse effect on the livelihood and societal well-being of the area reflected in extensive environmental degradation evident in the Siamese evils of poverty, under-development and disease such as kwashiorkor resulting from acute malnutrition (Ekanem, 2000; Oyeranmi, 2020). The poverty level in the Niger Delta region is so palpable that 70% of estimated six million people in the area survive on less than \$1.00 United States Dollar per day and this serves as the manure and incentive for agitations and militancy in the area (Ekanem, 2000; Oyeranmi, 2020). Watts and Zalik (2020) citing Nigerian Oil Spill and Detection Regulatory Agency (NOSDRA) state that between 2006 when the agency was established and April, 2020, 13, 091 oil spill incidents took place with concomitant release of 692,761 barrels of crude oil as spills caused by AGIP, Chevron, Shell, Mobil and Total oil companies out of which NOAC (AGIP) and SPDC (Shell) were responsible for almost 75% of oil spill incidents. Consequently, the profits maximised over the decades from oil exploitation in the region are now being diverted from other productive uses and re-channeled to remedy the damage inflicted on the environment as evidenced by the current Ogoni clean-up exercise (Nwagbara, 2020). Had due recognition been given to and appropriate priority placed on healthy environment as the purpose of multinational oil companies operating in the region, humungous resources pumped into the environmental remediation activities would have been saved. This would have been possible assuming the environmental remediation exercise were carried out side by side with the exploitation activities and never allowed to degenerate and accumulate over the years to pose major

threats to human existence in the area as it is the case now. Woo (1992) alerts that “the heavy environmental costs to growth are increasingly recognised. It is increasingly accepted that ‘development’ should include a measure of ‘environmental quality’.” Hence, profit with purpose should be emphasised more than just profit in business organisation’s mission thereby introducing a sort of paradigm shift or new normal (Zappulla, 2019). In essence, purpose becomes the super-ordinate ambition of business organisations to which profit making should be subordinated or subjected (Greenberg & Baron, 2000).

Networks Not Hierarchies

The fact that business organisations are made up of human beings of different backgrounds, culture and worldviews has already been made. In order to avert possible anarchy and indiscipline, organising function which creates structure reflected in hierarchies is leveraged. The organising function helps to determine the total workload, create structure which delineates hierarchies in terms of designating people as individuals (positions) and groups (units, sections, departments and divisions etc.) and allocating available resources to perform assigned tasks and monitoring or tracking to ensure successful performance outcomes (2017). The hierarchies define, among other things, the chain of command and line of communication which typically and formally flows from top-to-bottom especially in business organisations with centralised structure (Wehrich *et al.*, 2013; Schermerhorn, 2010; Robbins, DeCenzo & Coulter, 2011). The structure allows business organisations to execute their choice strategies in line with Alfred Chadler’s (1962) proposition cited in (Hall & Saias, 1980; Galan & Sanchez-Bueno, 2009; Marquis & Lee, 2013; Sutherland, 2016) which prescribes that structure follows strategy and had since generated continuous debates in the strategy literature. Although hierarchical structure fosters stability, reliability, adaptability and scalar chain, its narrow span creates tall structure reflected in many management levels with attendant high cost implications to manage (Bernstein, Bunch, Canner & Lee, 2010; Rzepka & Olak, 2017). Hierarchical structure, to a large extent, limits and hinders free interactions, flexibility, creative initiatives and discretion among organisational members especially from those at the lower rung or echelon of the organisational structure (Bernstein *et al.*, 2010; Nkuda, 2020). The hierarchical structure inadvertently creates silos or chimney mentality, operational tardiness, intra cum cross-functional conflicts, slow response to customers’ needs, inefficiency and ineffectiveness in the way

and manner business organisations are run (Kerzner, 1982; Schermerhorn, 2010; Bernstein *et al.*, 2010).

Networking being advocated as a new paradigm shift is a structural arrangement which permits freer interactions among organisational members across the entire organisations. Networking enthrones what Cleese (2014) describes as “democracy runs riot” in response to an interview on how ‘Python Team manages itself’ in which there is absence of senior person, no pecking order, and no hierarchy.” The thrust of networking is on the concept of lowerarchy, anti-silos mentality, holacracy and personality type (Robbins, 2005; Bernstein, 2010; Schermerhorn, 2010). The flow of information from the bottom to the top of the business organisation describes lowerarchy. By holacracy is meant “a form of self-management that confers decision power on fluid teams or ‘circles’ and roles rather than individuals” (Bernstein *et al.*, 2010). More than having a big idea, a powerful team is required to drive the idea to fruition (Anonymous, 2014). The self-managed teams are associated with Eric Trist of Tavistock Institute over six and half decades ago between 1970s and 1980s to be precise (Bernstein *et al.*, 2010). The notion of self-management involves application of knowledge of social science to organisational life which enables self-managed teams to raise productivity substantially (Bernstein *et al.*, 2010).

Personality type of employees across the entire organisation accounts largely for the different perceptions on the benefits of networking. Organisational members across board exhibit either of two personality types notably: introversion or extroversion. The introverts who are reserved and not habitually given to socialising frown at networking and negatively view it as brown-nosing, dirty, exploitative and outrightly objectionable and inauthentic (Casciaro, Gino & Kouchaki, 2016). The extroverts, on the other hand, are naturally given to socialising in private and public. Hence, they hold a positive view of networking as a way to ventilate pent-up feelings, share ideas on issues and solve problems as well as build healthy interpersonal and professional relationships (Casciaro *et al.*, 2016). Regardless, however, of the opposing viewpoints propelled by personality types, the work and dynamic environmental contexts of the contemporary business landscape have made networking an inevitable recipe (Casciaro *et al.*, 2016). A huge amount of research accumulated over the years and recently among 650 lawyers in North America has lent empirical evidence to the tremendous benefits of

networking which include: job and business opportunities, enhanced capacity to undertake innovations, vast knowledge and versatility, speedier advancement, high quality work life and job satisfaction as well as elevated status and authority (Casciaro *et al.*, 2016).

Networking thrives on broad span of control which creates more or less flatter structure facilitated by ubiquity of information technology and internet connectivity (Gupta & Kurian, 2006; Cohen, 2011; Esin, 2016). It leverages the social capital of employees which enhances knowledge sharing, creative initiatives and exercise of discretions which help to revitalise business organisations with new ideas and ensure cross-fertilisations of such novel ideas across the whole organisations to be exploited for better organisational performance (Leenders, 2014). Cohen (2011) also maintains that networking encourages self-organisation, collaboration within and across functional areas with relative autonomy. Networking bears semblance of quality circle and imparts strategic agility to business organisations which energises them to strive for competitive advantage in the ultra-competitive business landscape (Bernstein *et al.*, 2010; Rzepka & Olak, 2017). While it makes more sense to network than create hierarchies with their attendant shortcomings and drawbacks, aversion to networking among some employees can be tackled through focus on learning, identification of the zones of common interests, broad thinking on individual contributions and zeroing in on loftier purpose (Casciaro *et al.*, 2016).

Empowering not Controlling

The controlling function is the last in the series of managerial function. It serves as the prism through which the overall corporate performance of business organisations can be assessed (Nkuda, 2017). Controlling function like a coin has two sides notably quantitative and qualitative. The quantitative side measures to what extent the actual operating performance of a business organisation aligns with the set objectives as articulated in the strategic plan, probes possible variances or deviations from performance standards and helps either to sustain the momentum or take corrective actions where and when necessary (Schermerhorn, 2010; Nkuda, 2017). On the qualitative side however, controlling function seeks to align and ensure that the behaviours of organisational members conform to prescribed standards to ensure successful performance of the concerned business organisations. To carry out effective control, organisation's management often puts in place an administrative

mechanism to mete out sanctions for erring behaviours and commendations for good behaviours on the part of the organisational members across board. It is needless to harp the fact that employees are reputed as the strategic resource or asset of a business organisation (Gibson, Ivancevich, Donnelly & Konospake, 2003). Rigid control based on Douglas McGregor's (1906 – 1964) theory 'x' management orientation which spins 'negative self-fulfilling prophesy', creates room for the organisational members to feel frustrated at times, disillusioned, experience low morale, lack the courage to defend the organisation in the public, hold poor impression of the concerned organisation overall and above all, nurse a strong sense of disempowerment (Morse & Lorsch, 1970; Gupta & Kurian, 2006; Schermerhorn, 2010). Development such as these depicts vividly a lack of ownership mind-set among the organisational members with the attendant potential to undermine and dwarf the performance of the affected business organisations and may trigger high labour turnover.

Consequently, the notion of empowering employees is canvassed as a paradigm shift. Empowerment entails the devolution of reasonable degree of authority to the employees to organise their jobs, schedule them to suit how best they can carry them out to avoid unnecessary brown out, bore out and burn out and yet, achieve high productivity and optimal results (Gibson *et al.*, 2003; Robbins, 2005; Central Test, 2019; Pryor, 2020). Two perspectives are associated with the concept of empowerment notably: mechanistic and organic (Quinn & Spreiter, 1997; Greenberg & Baron, 2000). The characteristics and nature of empowerment according to either perspective reflects the nature of organisational structure put in place and environmental dynamics (Gupta & Kurian, 2006). Empowerment creates a strong sense of ownership mind-set, confidence and autonomy for employees to perform assigned tasks in pursuit of the corporate goals and/or objectives.

Empowering employees broadens the span of control of an average manager, expands sources of inputs for decision making, creates embedded sense of employees' engagement, ensures cost-effective operations and engenders flat structure with concomitant high levels of interpersonal interactions within and without the business organisation (Gupta & Kurian, 2006; Wehrich *et al.*, 2013). Management of employees creates relationships and to ensure a wide span of control imperatively means that the employees should ideally be empowered in

terms of knowledge, competencies and relative air of independence. For instance, relationships among subordinates, the number of relationships to manage and control between superior and subordinates as well as the management of both relationships (i.e., among subordinates and between staff and manager) in an organisation will generate the following number of relationships in line with the following formulae of Vytanutas Andrius Graicunas' (1898 - 1952) article on "Relationship in organisation" (cited in Bedein, 1974; Hopej and Martan, 2006; Akrani, 2011):

a. **Relationship among subordinates:**

$$Y = n(n - 1)$$

Where: Y = No. of relationships.

n = No. of employees.

Assuming five (5) subordinates are involved.

$$Y = 5(5 - 1)$$

$$= 5(4)$$

$$= 20 \text{ relationships.}$$

b. **Relationship between superior and five (5) subordinates:**

$$X = n(2^{n-1} - 1)$$

Where: X = Number of relationships.

n = Number of staff or employees.

This illustratively implies: $X = 5(2^{5-1} - 1)$

$$= 5(2^4 - 1)$$

$$= 5(16 - 1)$$

$$= 5(15)$$

$$X = 75 \text{ relationships}$$

c. **Relationships among subordinates and between superior and subordinates (All types of relationships):**

$$Z = n + n(2^{n-1} - 1) + n(n - 1)$$

$$Z = n(2^{n-1} + n - 1)$$

Where: Z = No. of all relationships in the organisation.

n = No. of subordinates/superior

Assuming n = 5

$$Z = 5(2^{5-1} + 5 - 1)$$

$$= 5(2^4 + 4)$$

$$= 5(16 + 4)$$

$$= 5 (20)$$

$$Z = 100 \text{ relationships}$$

It must be really herculean task for a manager to manage this mammoth relationships resulting from the control of just five staff if these staff are not empowered in terms of being able to handle knowledgeably a whole lot of their job demands with minimal interactions with and reference to the manager. Zieleniewski (1974) cited in Hopej and Martan (2006) buttress that the number of contacts with the superior is not only reduced but also less time-consuming as the abilities of the subordinates grow, attachment to positions weakened and activities become routine in their performance. This underscores the bottom line of empowerment of employees in terms of allowing them relative autonomy and freedom to take creative initiative and innovative actions given the exceptionally competitive business environment in which businesses operate in recent time. Business organisations typically and characteristically have two distinct dyads in relation to empowerment namely: inner and outer dyads as illustrated in the schema below (Gupta & Kurian, 2006):

Schema of Empowerment in Organisations

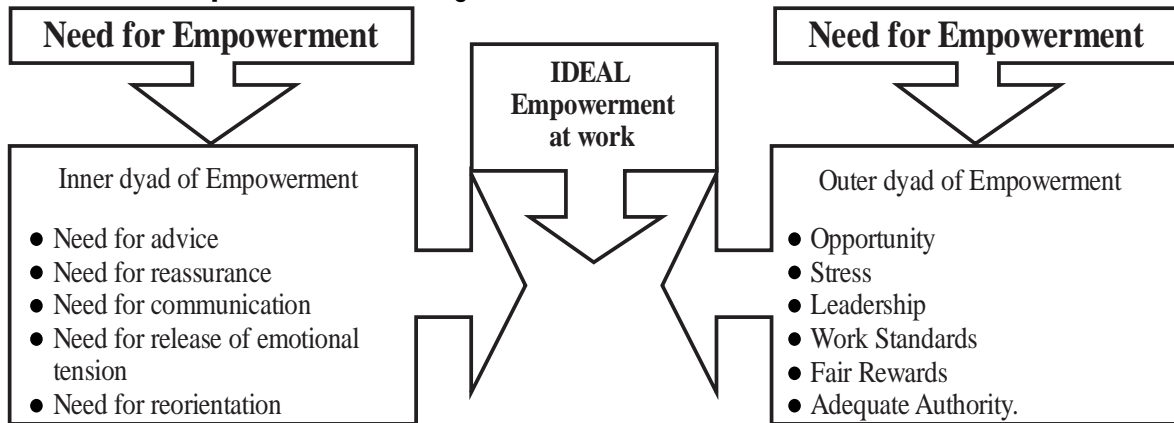


Fig. 1.1 Inner-Outer Dyads of Empowerment

Source: Adapted from Gupta and Kurian (2006)

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However, the optimal arena in the above schema where empowerment falls is in between the two dyads where the inner commitment of employees harmonises or meets the outer commitment of organisation thereby generating what is called dyadic transcendence style of management (Gupta & Kurian, 2006). The transcendence style

represents an improvement on the traditional and modern management styles as far as exercising empowerment in an organisation is concerned (Gupta & Kurian, 2006). Again, the dyadic transcendence style is premised on benevolent, familial and vertical line of communication which enables both the people vested with the right to empower and those being empowered to be holistically ready for the reign of empowerment (Gupta & Kurian, 2006). Empowerment requires skills and tacts to carry out in business organisations because of the inherent fears likened to the sword of Damocles (Dev cited in Gupta & Kurian, 2006) or the biblical two-edged sword which when thrusts forward destroys enemy and on its reverse movement could harm the user. Empowerment, for instance, is inevitable in aviation industry where aircraft pilots and ground management staff are permitted to take decisions and exercise discretionary judgments for the safety of the flights and convenience of the passengers respectively. The dynamism of the operating business environment more than anything else informs the need to empower employees to be better equipped to help their respective business organisations to navigate with agility the competitive landscape and achieve good results (Cohen, 2011).

Experimenting Not Planning

The premier managerial function is acknowledged to be planning. Planning can be defined as a future-oriented activity which process involves the setting of objectives and determining the means or strategy to achieve the set objectives. Planning has many important functions salient among which is that of enhancing the manager's ability to manage and cope with uncertainty in the business environment (Amah & Nkuda, 2014). Planning is a systematic and ordered approach used to checkmate possible chaos and disorganisation in the business enterprises (Okumus, Altinay & Chathoth, 2010). Planning follows a process and produces plans of different types ranging from strategic, tactical, operational, durational to single-use etcetera. However, strategic plan remains the over-arching plan from which other plans is generated (Nkuda, 2019).

The strategic plan captures the corporate and long-range view and intent of the business organisation in terms of determining the general direction and path along which the business organisations opt to head (Nkuda, 2020; Kaufman, 2003 cited in Khan & Khalique, 2014)). The pursuit of a five-year strategic plan which was popular in the 1980s with management consultants was often jealously guided to avoid possible derailment for whatever reason from realising the set target (Business Agility Institute,

2020). Strategic planning was restricted to “formalized, rigid, highly analytic, staff-driven exercise which as so defined, does not work very well (Mintzberg, 1994; Mintzberg, Ahlstrand & Lampel, 2009; Bryson, Edwards & Slyke, 2018). This approach made no room for mistakes which are commonly associated with any human undertaking and thus, fast becoming a passing fad. Accordingly, the long-range strategic plan has been replaced with a five-year vision with attendant emergent strategy which permits continuous planning via necessary tinkering, tuning and retuning of the strategy as the need arises (Business Agility Institute, 2020; Reeves, Zeng & Venjara, 2015).

Experimenting is therefore being advocated as a paradigm shift to address the weakness associated with strategic planning. Experimenting makes allowance for exercise of discretion, initiative, and creative innovative actions which are rarely totally free of unintentional and sometimes, costly mistakes on the part of the employees. The opportunity to experiment imbues the employees with aplomb to put up star and stellar performance to advance the cause of the concerned business organisations. The notion of experimenting evokes and aligns with the Douglas McGregor's (1906 - 1964) motivation theory 'y' of leadership (Morse & Lorsch, 1970; Schermerhorn, 2010; Robbins *et al.*, 2011; Sapru, 2013). The management theory 'y' allows employees to take initiatives, places value on employees' net-worths and enthusiasm to work hard with little or no supervision which coalesce into and sustain what is called 'positive self-fulfilling prophesy' (Morse & Lorsch, 1970; Schermerhorn, 2010). Experimenting adopts agile methods founded on rapid learning (Cohen, 2011). It permits the vision to be pursued with progressive trial and error as well as iteration (Cohen, 2011). John Cleese and Robin Skynner – authors of “In life and How to Survive it” (cited in Adi, 2014) corroborate that what people consider mistake can be a misunderstanding of one another as there is nothing like a mistake in the creative process as its eventual destination cannot easily be predicted.

Transparency Not Privacy

There is hardly any business organisation that is without its strategic intent which is a mixed bag of vision, mission, business definition, goals and objectives including probable milestones, success factors and indicators (Kazmi, 2002; Ekuwem, 2009; Nkuda, 2019). The strategic intent generates a set of chain of activities expressible in terms of strategy, plan, programme, project and concomitant supportive budgets, policies,

procedures, rules and regulations (Kazmi, 2002; Ekuwem, 2009). The achievement of the specific activities that shape the strategic intent in the long or short run becomes dependent and tangential on a carefully-thought-out and crafted strategy. The strategy defined acutely and tersely as the 'how to' is used to connect the business organisations via a workable structure to the operating environment where the opportunities and threats exist and spell either the success or failure for business organisations depending on their agility to navigate the business environment (Hall & Salias, 1980; Kazmi, 2002; Galan & Sanchez-Bueno, 2009; Sutherland, 2016; Denwood, Lynch & Harrington, 2014). Given the highly competitive nature of the marketplace, the top strategic leaders and managers of most business organisations opt to conceal their corporate and business-level strategies as trade secrets (David, 2013). Information regarding the strategy was hoarded and classified as a source of competitive advantage during the industrial age (Cohen, 2011; David, 2013). In effect, even some categories of the workforce on the organisation's strategic pyramid from middle-level management and below who, ideally, ought to form the critical mass required to drive the implementation of the choice strategies become alienated and disconnected from having a good grasp of what the strategies (corporate, business and operational) are all about (David, 2013; Nkuda, 2020).

The practice thus smacked of lack of employees' trust and was capable of hindering the successful execution of the choice strategy put at 90% to the comparative disadvantage of the business organisations concerned (Nkuda, 2020; Li, Guohui & Eppler, n. d). The same act of breach of employees' trust also accounts in part for the issue of poor corporate governance of a number of business organisations in relation to strategic corporate philanthropy (Marquis & Lee, 2013). The scenario calls for a paradigm shift in terms of introducing transparency into the strategic schemes and overall management of business organisations particularly in this era of information-driven and knowledge-based economy (Attah, 2009; Ekuwem, 2009; Cohen, 2011). The pursuit of transparency behooves the strategic leadership to create good organisational climate, de-emphasise illegitimate organisational politics and enthrone supportive corporate culture which embeds and nurtures employees' trust in entirety described as ultimate and bankable currency (Kazmi, 2002; Okumus *et al.*, 2010; Zappulla, 2019). Consequently, the employees will be encouraged, empowered and motivated through targeted strategic communication to develop ownership mind-set and a strong sense of

belonging. The existence of such attitude helps the employees to defend their business organisations, preserve classified and sensitive information even as they strive enthusiastically to achieve what Elkington (2018) coined as triple bottom line of their business organisations reflected in economic (profit), social (people) and environmental (planet) outcomes (Slapper & Hall, n. d.; Kenton, 2020).

METHODOLOGY

The research design adopted was purely desk research which draws heavily and solely from relevant extant literature in general and strategic management fields.

CONCLUSION AND RECOMMENDATIONS

Change and its management remain a constant currency in the business environment of the corporate world (Gupta & Kurian, 2006). It makes considerable sense to revise from time to time the managerial functions designed to be performed in order to ensure successful performance of business organisations which make the economy thick. Pursuant to the tenet of paradigm shift, purpose ought to emphasise health, safety and green environment (HSgE) or society in which the potential to make profit is inherent. Networking which relies on highly interactive atmosphere of creative and innovative initiatives as opposed to inherent bureaucracy which tall hierarchical structure fosters. The empowering confers on employees some degree of autonomy to freely exercise positive discretion and initiatives without unfounded fear of failure and possible attendant sanctions. This thus, represents advancement of dyadic transcendence style of management which eschews qualitative and undue administrative control with its concomitant punitive actions for both unintentional failure and deliberate acts of mischief by some disgruntled members of staff which traditional cum modern management styles promote.

Experimenting affords employees opportunity to explore novel ways of carrying out their assignments which in the process can bring about innovations and some mistakes typically associated with intrapreneurial initiatives. Doing so constitutes somewhat a departure from strategic planning which stipulates strict adherence to the specific prescriptions that shape the strategic plan in terms of nominated objectives and choice strategies to realise them in the long and short runs. Experimenting advocates a culture of innovating without fear of administrative

punishments for failures characteristic of non-adherence to the dictates of strategic planning. Finally, placement of premium on transparency of operations bordering on strategies and corporate governance issues as against concealment which privacy promotes to the detriment of the business organisations' competitiveness. On the strength of the specific conclusions, academics are urged to conduct empirical research into the advocated paradigm shift in managerial functions and business organisations are encouraged to put the pillars of post-contemporary managerial functions into practice as the new paradigm shift

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