

Managing a process of growth of an organisation

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Abstract

A growth of an organization is determined by a willingness of its leadership to implement new knowledge that was formed due to timely detection of hidden effective symptoms that develop a company. Such readiness manifests itself during phase of support and expands through a special ability of enterprise managers not only to respond professionally to a call of time, but also to provide a large-scale program of response to an influence of external factors.

Keywords: system, feedback, commitment, crisis, vision, comparison

1 Introduction

A scale of growth of a modern enterprise should be a deficit in methodological grounds that take into account challenges of surrounding business environment is observed in a management arsenal of effective organisations. It is concerned about a unity of learning tools and adaptive measures which are oriented on growth, rather than development. Feature of growth concerns in finding those reserves that will lead to development of an organization and an extension of its life cycle under conditions of accelerated changes. Thus, paces of growth should not be reduced to standardised simplicity of their detection and standard procedures of their distribution. In the conditions of open systems, a new type of organizational culture is required which is orientated towards a higher level of organizational business [1]. Such culture should be based on nature of control. The forefront is a search for such leverages of management that appear to be simple at first glance and provide a guaranteed result, and are very difficult to be implemented in practice [2]. In this regard, a diagnostic tool is proposed that allows to monitor a development of an organization, adjusting its direction in real time operational mode.

2 Paradigm

Every enterprise in a strategic aspect is developing in An implementation of the rule 2/98 in practice is lead to removing uncertainty by a mean of finding leverages of growth of organization following the law of accelerating return of Kurzweil [3]. Such growth is observed while moving from linear to non-linear model, and in practice is accomplished through looping of a chain of elements of a whole process into a network (see Fig.1).

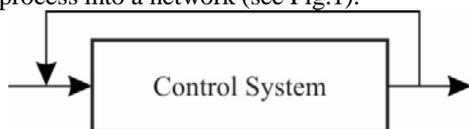


FIGURE 1 Contour of control system with a positive feedback

Speaking the language of control systems, such phenomenon is characterized by the so-called “effect of creating tension” that strengthens the initial change and

represents a loop of positive feedback.

3 Concept

A growth of an organization is secured by large-scale events that cause changes, a rejection to realization of such damages a control system.

The modified Akoff concept of constructing of purposed control systems in DIKW [4]. The essence of the concept is based on adding features a previous level and is expressed while linking together an understanding of hardly resolving problems with its understanding on a way of formation of deep knowledge.

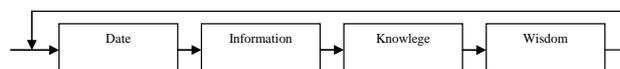


FIGURE 2 Contour representation of the DIKW Model

Thus, an informational dependence of an organization is removed through a clear perception and acquisition of meaning. Correction function serves as a feedback.

4 Approach

Growth of an organization is determined by an ability of its system to overcome crisis. As a basic mean a modified approach of the Greiner's life cycle of an organization is chosen [5]. Its usage expands contents of control process throughout the whole cycle of its conduct. Role of a feedback instrument is performed by a correction function (see Fig.3).



FIGURE 3 Contour representation of the modified Greiner model

Consistent overcoming of potential threats on a strategic path allows to develop a practical guide for a creation of growing organisations and their management. The strategic approach is based on formation of a set of valuable applied knowledge and recommendations concerning ensuring a competitive development of an organisation in conditions of accelerated rates of change.

5 Method

Strategic vision of threats is formed in the short-term period of time that is perspective from the present to the future, requires a voluminous representation and is associated with detection of a state of a crisis in the full long-term interval of an organizational life cycle. In this connection, the Barnard's modified approach is used [6] that is based on subsequent passing of six stages. Such stages represent coordinated internal and external mechanisms that are used by an organization in order to achieve growth (see Fig.4).

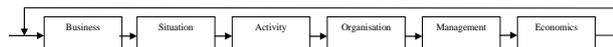


FIGURE 4 The structural representation of the modified Barnard's scheme

A positive feedback is provided by reproduction function. As a result, a toolkit has been formed that makes it possible to conduct a fundamental diagnostics of managing a process of growth of an organisation in conditions of accelerated changes. As an assessment tool the well-known procedure "Hexagram of Value" [7] has been chosen (see Fig.5).

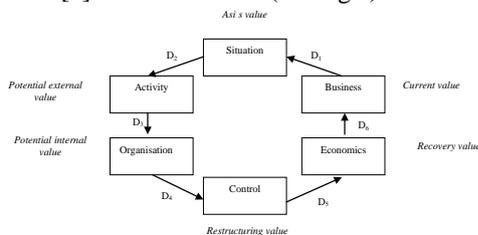


FIGURE 5 Diagnostic toolkit

The present toolkit has been complemented and

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described in terms of the system of interconnected categories of Diamandis, the so-called system of "six D's" [8]. Such system forms six basic components of exponential change. As a result, a range of important comparisons has been obtained that are presented in Table 1.

TABLE 1 Comparison of the approaches of Barnard and Diamandis

Stage of the Barnard scheme	Function	Component of the Diamandis system	Comparison
Business	Technology	Democratization	Accompaniment
Situation	Laws	Demonatization	Correlation
Activity	Personnel	Digitalization	Event
Organisation	Coordination	Deception	Resistance
Management	Correction	Disruption	Perfection
Economics	Recovery	Dematerialization	Creation

It should be noted that all six words present in the fifth column of the table and representing the result of comparison of two approaches, begin in the Russian language with the same prefix. Such result is not a coincidence but does reflect the outcome of achieving the operational certainty.

6 Conclusions in terms of the performed comparison

Business support requires a correlation of situation to presence of an event in activity that causes resistance from participants of an organisation while managing a process of achieving a certain level of perfection by creating an efficient economic model.

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