



STRATEGIC THINKING, PLANNING AND ORGANIZATIONAL CHANGE

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THE GLOBAL ORGANIZATION IN THE FUTURE: HOW GLOBAL LEADERS CAN ACTIVELY SHAPE THE FUTURE BY THEIR PRESENT ACTIONS AND CHOICES

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ABSTRACT

Today's global organizations exert much more influence than they wielded just a few decades ago. In a relatively short period of time the world marketplace has undergone industrialization, mechanization, urbanization, and a technology boom. On the heels of these technological advancements, we have witnessed the deterioration of moral and ethical values, corruption, financial irresponsibility, and disregard for social responsibility in the United States and in other countries. In juxtaposition with these changes stakeholders; investors, individual, environmental groups, expectations of organizations have greatly expanded to necessitate the need for universal truths and morality as the foundation of business practices. This paper discusses the driving forces affecting the future of global organizations, how important transformational leadership driving strategic thinking and planning based upon the foundation of biblical principles will transform the global organization in to one of great moral value and sustainability.

Keywords. Industrialization, urbanization, technology, mechanization, global organizations, technological advancement, transformational leadership, biblical principles, moral values and sustainability.

The Global Organization in the Future: How Global Leaders Can Actively Shape the Future by Their Present Actions and Choices

As technology makes the world more connected than ever, there is a significant increase in globalization and multinational corporations. This evolution from local to global has created a dire need for strong “global leaders,” a term that is inundating boardrooms, research articles and business news around the world.

Global leadership is not just about doing business abroad. It encompasses influencing or leading people from diverse backgrounds or cultures. One may become a global leader by having clients or working with colleagues in different countries, supervising a multinational staff and/or having foreign based suppliers or vendors. Global leaders have the complex task of accomplishing a common goal in different countries or environments.

Today’s global organizations exert much more influence than they wielded just a few decades ago. In a relatively short period of time the world marketplace has undergone industrialization, mechanization, urbanization, and a technology boom. On the heels of these technological advancements, we have witnessed the deterioration of moral and ethical values, corruption, financial irresponsibility, and disregard for social responsibility in the United States and in other countries. In juxtaposition with these changes societal expectations of organizations have greatly expanded to necessitate the need for universal truths and morality as the foundation of business practices (Beckett, 1998; Mitroff, 1999).

It is clear that the values and moral fabric of organizations, and societies globally are deteriorating (Beckett, 1998; Sach, 2003). There are many driving forces that have facilitated these profound changes in the 21st century, notably the rise of the global economy, and its bearing on countries worldwide (Perrin, 2010; Snyder, 2001), the increase in the philosophy of fundamentalism (McGrath, 2002; Beckett, 1998; Green, Rozell, & Wilcox, 2003) widespread political inequities (Gamwell, 2005; Daly, 1989; Safran, 2003), propelling leaders into uncharted territory and literally redefining what it takes for global organizations to prosper into the future.

The future of organizations’ depends upon leadership that is transformational and strategic. Leaders that are able to anticipate and envision the future, thinks strategically, initiate evidence-based changes that will create a competitive advantage (Daft, 2008; Pfeffer & Sutton,

2006) and seeks to develop a virtuous organizational culture founded on biblical principles that transcends cultures and underpin the world's major religions (Mitroff, 1999) as universal morality.

Background Information

Currently, there are huge gaps between private and social values that are not captured in many organizations (Sach, 2003), which indicates the need for a means to reconcile interests of international organizations' with the needs of stakeholders to achieve the common good (Toung, 2003; Bass, 1999). Based upon a moral core, "transformational leadership has become a necessity in the postindustrial world of work" (Bass, 1999, p. 30), especially critical in regards to globalization to close these gaps in organizational moral responsibility.

Supporting Evidence and Facts

First, global organizations have an undeniable impact the global economy. Globally, free enterprise economics is often safeguarded on the basis that it encourages liberty and an open society. This fallacy exists on position held by those who control the international movement of capital, which promises to benefit the whole world (Snyder, 2001). There is overwhelming evidence on the growing trend in unethical organizational practices. For example, corporate attempts to hide financial losses precipitated the collapse of Enron, Worldcom or Parmalat in the early 2000s, unethical business practices in the mortgage lending industry which led to the downfall major financial institutions such as Lehman Brothers, AIB, ABN-Amro, the Royal Bank of Scotland and Anglo Irish Bank during 2008 and 2009 (Jackson, Brammer, Karpoff, Lange, Zavyalova, Harrington, Partnoy, King, & Deephouse, 2014). The challenges of corporate responsibility and good public governance are nearly always intertwined, but they are particularly interconnected in the global context (Caprara & Nelson, 2007).

Second, fundamentalism demands a strict literal interpretation of scriptures (McGrath, 2002) is a means for negating responsibility as stewards of God's creation. In other words, the interpretation of "Never again will I curse the ground because of man, even though every

Inclination of his heart is evil from childhood, and never again will I destroy all living creatures as I have done. As long as the earth endures, sea time and harvest, cold and heat, summer and winter, day and night will never cease" (Gen. 8: 21-22), and "And He will send his Angels with a loud trumpet call and they will gather His elect from the Four Winds, from one end of the Heavens to the other" (Matt. 24), are interpreted by fundamentalists as the infallible word of

God, whereas life on earth will end only when God declares it time. This fundamentalist mindset is counterintuitive to the need for leaders to apply strategic thinking, planning, and evidence-based application of procedures to effectively lead the global organization into the future (Pfeffer & Sutton, 2006; Bradford et al 2000).

And, third, political governmental and organizational structure are designed to protect the sovereignty of the people based upon equality and the principles of justice (Gamwell, 2005), but under all circumstances serve one another in love and good works (Hebrews 10:24). The latter indicates the activity of the political authorities reject the gospel, to which there is much evidence. The World Bank estimated that public officials around the world receive more than \$1 trillion in bribes each year; and that figure does not include embezzlement (Heineman and Heimann, 2006), much of which is received from unethical global corporations (World Bank, 2013). “Corruption creates distortions and inefficiencies in public life, and it increases inequality: it unfairly benefits the few with access to the powerful, while especially harming the poorest” (World Bank, 2013).

Each of these driving forces is intertwined, and can have a cumulative affect on organizations ability to prosper in the future. Unethical organizational practices have had devastating impacts on societies worldwide, oftentimes the developing and poorest of nations are hardest hit (Snyder, 2001). Christian principles for the common good modeled in economic arrangements which are ecologically sound, economically sustainable, labor sensitive, and fundamentally just (Snyder, 2001) are essential to the future of global organizations. Global organization leadership scandals, such as unethical practices to hide financial failures, bribing governmental agencies, and environmental damage under the guise of protecting investors and there stakeholders is an injustice causing a snowball of economic devastation worldwide. Fundamentalist philosophy is dangerously related to organizational economic failures, as operating under the pretext that ‘this is how we’ve always done it’ is turning a blind eye to the need for strategic planning and the social responsibilities of the organization. “Hard as it is to credit, millions of people see all the economic, social, political, and environmental upheaval as part of God's preparations for Armageddon” (Finn, 2013, p. 1).

In addition, politics that directly effects organizations and the framework through which political and economic relationships are fostered (Eicher, 2008; Gamwell, 2005). Although the political system is intended to create a forum for each party to help the other, widespread corruption and inequitable distribution of power further adds to the decline of organizational

moral value and a lack of trust, indicating the organization is suffering as a result of inadequate and unethical leadership (Caprara & Nelson, 2007).

Conclusion

Organizational change is constant, for organizations to prevail in the future requires new ways of seeing and thinking (Sanders, 1998; Bradford, Duncan & Tarcy, 2008). Evolutionary change is an essential component to organizational success; literal interpretation of critical events driving the need for change, is typically addressed with the same principles that precipitated the requisite changes in the first place (Mitroff, 1999), resulting in a failure to create optimal results for sustainability. The Bible, as well as the common themes found in most religions, gives us the principles to determine the strategy. However, just as Jesus taught the disciples to think and act according to these philosophies, through strategic thinking a planning, transformational global leaders can develop an understanding of these principles and their application to the mission of organizations (Michael, 2005), as there is no separation between spiritual and other dimension of existence; “everything is interrelated and every human relationship is at once spiritual, physical, social, political, and economic” (Snyder, 2001 p. 87-88).

Global leaders can actively shape the future of their organization by strategically planning in a team effort to include a comprehensive analysis of the corporate morals and values. And then, develop a value-based plan that effectively addresses the ethical need for accountability to stakeholders, economic transparency, fair competition, respect for other cultures and the context in which business activities are conducted, to balance private and public interest, and to resist corruption. Once the comprehensive strategic plan is complete, future Organizational success hinges upon consistent articulation and implementation locally, regionally, and internationally.

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