



Transformative Thinking in the Organization

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Abstract

“Problem solving” in an incremental fashion is often not enough to develop long-term solutions in an unstable market where technology is changing fast. This paper considers Transformative Thinking, a fundamental departure from the usual “problem solving” to a radical re-interpretation of identity and value production. Transformative thinking provides a paradigm for transformation in the business, economy and society. It considers cognitive barriers and structures such as aversion to risk-taking and cognitive inertia. It looks at how to develop a “transformative mindset” at all levels of the hierarchy. It integrates systems thinking, design thinking, and agile leadership to create a model for a systemic environment that actively fosters and embraces disruptive ideas and projects, rather than just tolerating them. The report’s findings show that companies that adopt a revolutionary business mindset, instead of sticking with the status quo, are more resilient, more able to engage their employees and better able to respond to market changes. The study concludes that the ability to think transformative is a fundamental need for the contemporary organization rather than an optional creative capability.

Key words: Fundamental, Resilient, Transformative, Engagement, Framework, Technology

Introduction

The time for organization has come. Organizations are a significant influence in many aspects of human life. They surround us. They are now an integral part of our lives. People are sorted from birth. They are trained by the organization. They spend most of their lives working for organizations. Organizations need people, and people need organizations. Organizations are made of human interactions. They are set up to achieve goals. They are organized. computer literate They're complicated. An organization can be defined as a system of people who work together in a division of labor to achieve a common purpose or as an association of two or more persons who work together to achieve a common goal. Any work, any job, has to be done through an organization.

Thus, it is an important social component for human survival. Therefore, the concept of organization has existed since the beginning of human civilization when humans began to live in families. People from different organizations, business, social, political, religious, clubs and so forth these days according to their aims. Indeed, so much so that the group can actually do a task that an individual cannot do alone. Organizations were once created by people who could not do their work right. To summarize, people in an organization should share work according to their common goals, share authority and duty, maintain open lines of communication and coordinate the efforts of all members. An organization is a collection of people working together to achieve common goals. The organization improves the efficiency and effectiveness of performance through the collaboration and negotiation of the individual members of the group.

The English word “organization” is descended from the Greek word “Organon” which signifies “a tool or an instrument”. Therefore, this instrument measures the level of job performance reliability and validity. The word “organization” has its origins in a religious and military setting. But at present time this phrase is applying in many employment such as: sport, entertainment, business, government and non-government sectors. An organization, in general, is a group of people who work together to achieve a common goal. Some management pioneers define organizations like this:

"Moony and Reily states that "Organization is the form of every human cooperation for the realization of shared objective". "Social unit of two or more people that is deliberately structured and operates with some degree of continuity towards the attainment of a common goal or set of objectives is the definition of an organization given by Stephen P. Robbins.(2) Chester I. Bernard has defined “organization as a system of deliberately coordinated activities or forces of two or more persons.” Keith Davis states that, “An organization is any group of people, large or small, acting under the direction of executive leadership in pursuit of a given shared aim” (2). As Duncan explains, “An organization is a group of interacting and interdependent persons working together toward common goals whose relationships are determined according to a certain structure” (2). "Decenzo and Robbins say, "Organization is the systematic arrangement of people brought together to achieve some specified objective."

Based on the above definitions, organizations are social systems in which members interact to achieve the agreed goals. There should be a clear definition of authority and obligation among the members of the organization. Organizations differ by the degree of structural complexity and distribution of power and responsibility. They also use technology to convert inputs into outputs and they operate in a dynamic environment.

Statement of the Problem

We live in change, a world of constant change. Companies have seldom addressed the change. Technology, globalization and complexity of the organization are constantly changing the environment. Transformative thinking is acknowledged in the literature as a key enabler of learning, creativity and sustained development. But in many organizational situations it is still not well understood or utilized. Traditional management systems, rigid hierarchies, and risk-averse corporate cultures all reinforce mental models based on conventional ways of thinking. This in turn prevents people from challenging preconceived notions and developing original solutions to upcoming problems.

Besides, little empirical knowledge exists on how to develop transformational thinking, how it is experienced and how it leads to major organizational change. Many companies introduce what are often doomed to be short-lived or superficial changes without taking into account the cognitive and cultural aspects at the core of any meaningful transformation process. This gap indicates the significance of conducting a systematic analysis of the environment, process and barriers around revolutionary thinking in organizations. Such research could shed light on leadership tactics and practices that lead to meaningful, lasting change within businesses.

1. How do members of the organization perceive and interpret transformational thinking?
2. Which organizational processes and leadership styles help to develop transformational thinking?
3. What obstacles and challenges hinder transformational thinking in organizational settings?
4. What are the implications of transformational thinking for organizational change, innovation and learning processes?

Objectives of the Study

1. To investigate perceive and interpret transformational thinking of members of the organization.
2. To examine leadership style and organizational process to support transformational thinking.
3. To investigate the obstacles and challenges of transformational thinking in organization.
4. To examine the implications of transformational thinking for organizational change, innovation and learning process.

Literature Review

Transformational thinking in organization comprises the ability of individuals and teams to deconstruct prevailing paradigms, examine their own ideas, and generate imaginative solutions for difficult situations. The technique draws on transformational learning theory, where critical reflection is seen a necessary motivator for individuals to reassess commonly held notions that can motivate meaningful change (Mezirow). In companies, transformational thinking expands beyond individual methods of thinking to a collaborative process of inquiry, discourse, shared learning and sense-making (Argyris & Schön; Senge). Studies have shown firms that develop an organizational culture where introspection, cognitive diversity and open communication are promoted are more effective at handling continually change circumstances and supporting innovation.

On the other hand, literature also analyzes linkages of transformational thinking with effective leadership as well as organizational change. Transformational leaders have a critical role in constructing and maintaining circumstances that challenge the status quo, inspire innovation and creativity, provide psychological safety. The study indicate that these environments not only promote organization learning but also supports double-loop learning and lead to radical innovation as compared to gradual changes. Disruptive thinking is generally impeded, however, by rigid organizational structures, cultural hostility and incentives to deliver in the short term. In general, past study emphasize that although transformational thinking is crucial for organizational resilience and longer-term survival, its success relies on the availability of enabling leadership and a proper culture and structure.

Research Methodology

A qualitative research technique is applied in this study to explore transformational thinking from within firms to offer greater insights into the perceptions, experiences and processes that both propel and hinder cognitive and cultural changes. The Exploratory and Descriptive aspect of this research technique, aims to analyze how firms perceive, practice and develop transformational thinking. Data are acquired via semi-structured interviews with organizational leaders, managers, and workers and an in-depth document review of organizational policies, vision statements, and training materials. We purposively pick individuals who are active in decision-making, innovation, or change management to ground the findings in relevant and deep insights.

The study utilizes thematic analysis on the data acquired which assists the researcher to uncover patterns, subjects and relationships linked to transformational thinking and its effect in the company. Data triangulation is performed via the comparison of data gathered from interviews with those identified in document analysis to further boost credibility and dependability of the study. Concerns of ethics such as informed consent,

confidentiality and voluntary engagement are stringently kept throughout the conduct of research. Well, this method is likely to capture the fundamental truths in transformational thinking at a more complex level – and thus it offers great ground to stand on for understanding why it crucial for developmental work.

Results and Discussion

The findings underline the revolutionary thinking inside, which is the basic premise for endorsing leadership, together with an open culture and outlets for continuing learning. Organizations that encourage critical reflection, facilitate open conversation, and welcome experimentation tend to be more effective at challenging current beliefs and finding new solutions (participants observed). Collaborative contexts (e.g., team based discussions, problem-solving workshops, strategic planning sessions) that respected and incorporated various viewpoints typically fostered transformational thinking. On the other side, the studies also underline that rigid hierarchical structures, fear of failure and desire to change impede workers from finding inspiration within concepts which have not become established.

This summary of our results correlates strongly with the literature, notably theories linked to transformational learning and organizational learning. Consistency with Mezirow's concept, critical reflection evolved as a crucial mechanism for both cognitive and behavioral transformation. Organizations also adopted double-loop learning as articulated by Argyris and Schön. The results other than reinforce the current research on transformational leadership as they emphasize its function in fostering psychological safety and favorable atmosphere of creativity. The reading conclusion helps underline that transformational thinking has the capability to generate organizational flexibility and long-term sustainability but must be strengthened by suitable leadership, adaptive structures and a learning-oriented culture.

Characteristics of Organization

1. Sociological Entity: When two or more individuals gather together to pursue a shared aim, the notion of association occurs. Hence an organization is a human partnership in which two or more individuals engage to produce a synergistic effort, creating pathologies and functioning as the information exchange model of connection while retaining unity in their activity. This is needed in order for the organization to perform efficiently. (3)

2. Common Purpose: Every organization is built on a single objective, which is the major basis for its existence. This shared objective is what motivates the actions of the members. The members are linked not just by this shared aim, but they are also

encouraged to strive their utmost because of it.

3. Assignment of task: Work is divided into smaller units in an organization as per their characteristics. Then the tasks are divided amongst different people depending upon their skills, capabilities and experience. This approach promotes specialization and increases efficiency in executing tasks. (3)

4. Harmony: Coordination entails harmonizing the actions of multiple units within an organization. The uniform advancement towards all units could only be realized by coordinated efforts of the intra and extra departments, which is backed up by a strong executive leadership. By partnering with a university to integrate resources, duplication of efforts is eliminated and resource utilization may be done more effectively.

5. Chain of Command: An organization has a formal structure with clearly defined levels of authority for each member. This is a hierarchy based on the degree of responsibility and accountability. It describes the functions of each individual from the highest to the lowest level. Positions at higher levels demand greater expertise, experience and responsibility, establishing a command chain to supervise the progress of the work of their respective subordinates.

6. Perpetual succession: A company is created to exist for a long time to carry on business for a long time. Its structure, function and membership have changed but it is still working and still alive. For this it is necessary to adapt and evolve with the changing environment. In contrast, a rigid organization that cannot adapt cannot survive for long. (3)

7. Environment: An organization exists in a changing environment from which it obtains resources and to which it discharges outputs. The ability of the organization to survive and thrive depends on its ability to adapt to the changes in the environment. The effect of external factors such as political-legal, economic, socio-cultural and technological influences should be taken into account.

8. Technology: Technology is the aggregate of innovative information, skills, ideas, methods, machinery and instruments. It has an important role in the conversion of raw materials into finished products. In an organization, people use modern technologies to perform their jobs. The right technology in the job helps to increase the work efficiency and reduce the production costs. (4)

Types of Organization

Many types of organizations are existing in our society. They are driven by different aims, goals and missions. The beneficiaries of organizations can be the owners themselves, members, general population and customers. Organization, however, may be defined as: (4)

1. Business Organization: Business organizations are private, public or international. They are profit focused companies. Owners benefit most from Company Organizations. They are concerned mainly with maintenance, running and efficiency-achieving maximum benefit with minimal expenditure. It is true that business enterprises provide advantages concurrently to other groups such workers, consumers, society, etc. The life of commercial organizations depends on how well the owners are compensated for the risk they undertake. (4)

2. Non-Profit Service Organization: Service organizations are only focused on providing services. Hospitals, schools, social welfare groups, etc. are examples. Customers are their main advantage. The professionals overseeing these businesses must emphasize two points in order to provide exceptional customer service: service is more important than following procedures, and the kind of service should be determined by them rather than by the clients. The following are some further instances of non-profit service organizations: NGOs, volunteer organizations, and service sectors like the Lions Club provide civic and human services that are developed by private individuals via contributions, fund-raising organizations, etc.

3. Mutual Benefits Organizations: To protect and advance the interests of its members, mutual benefit organizations such as labor unions, political parties, groups of professionals, etc. voluntarily form. Members are their greatest asset.

4. Commonweal Organization: Commonweal organizations, usually referred to as governmental organizations, are focused with serving the interests of the general public. Examples of these organizations include ministers, departments, post offices, fire departments, etc. Although the general public is these organizations' main benefactor, they have little control over them. (5)

5. International Organization: International organizations are coalitions of several different countries. Promoting the interests of member states is their goal. More than two countries have established such organizations. Important examples of international organizations include the World Bank, IMF, UNDP, ASEAN, UNICEF, WTO, SAARC, and others; their main beneficiaries are their members and the global community. [5]

The business world is dynamic and changes over time. Every business develops, operates, and fulfills its responsibilities in a dynamic environment. It is clear that businesses are forced to conduct their commercial activities in novel ways due to the rapid advancement of technology, shifting social norms, political pressures, and economic shifts. (14) As a result, companies must modify their current business lines and look for new ones based on society expectations and needs as opportunities arise from the environment. The following are the main changing views on contemporary organizations: Open systems, organizations as cultures, globalization, learning systems,

temporary employment, workforce diversity, team empowerment, flexible work schedules, participatory cultures, and technological advancements.

Transformative Thinking in the Organization

1. Open system: Companies were traditionally seen as a closed system that failed to reflect society needs and expectations. In a closed system, there is no link to the environment, and businesses that operate in this system are treated as machines. All 21st-century business companies operate on an open system. An open system has regular touch with the environment. The growth of competition, technological advancement, changes in government rules and regulations, and changes in society expectations all provide challenges for businesses. As a result, all business organizations must gather input from environmental changes and adjust commercial transactions based on client expectations. (16)

2. Organization as a culture: Every organization has its own culture, which must be followed by all members. An institution's culture consists of its values, norms, traditions, beliefs, and assumptions. These serve as the basis for organizational functioning. If an argument or misunderstanding arises among members or between management and the workforce, organizational culture is seen as the basis for addressing such issues. A corporation with a strong culture may sustain its social reputation and status. To ensure its survival, every organization must have a strong culture.

3. Globalization: The concept of globalization is gaining popularity in business organizations. Truly speaking, the emergence of networks in transportation, communication, and economic interdependence has brought the world's people closer by shrinking the earth in a limited sense. Any good product or service generated in one corner of any country may easily reach all parts of the world with no limitations or barriers. Multinational corporations, in particular, are global corporate players that exist not merely to survive but also to thrive. Coca-Cola, a soft drink company founded in the United States, earns around 80 percent of its revenue from worldwide sales in almost 200 countries. Globalization fosters severe competition among the world's entrepreneurs. As a result, contemporary managers must function with a global perspective in mind. They must be inventive and adaptable to the changing environment of the organization, dealing with new situations, cultures, people, and even other areas of the world. (16)

4. Learning system: It is true that knowledge is power, and contemporary society is based on knowledge. In today's competitive market, customers want fresh ideas, innovative goods, and creativity in product and service from any company. To meet such social expectations, management's primary role is to gather information and suggestions

from all employees. So, based on requirement, it is critical to hire new or up-to-date knowledge from trusted sources. Knowledge is not limited to or gained just by managers; it may also be acquired via interactions with subordinates. Every employee in a corporation may have specialized or new skills in several areas of management. As a result, the most important task of modern managers is to control subordinates' knowledge based on the requirement of obtaining it from outside sources in order to meet society standards and preserve company quality. Thus, a model manager must be adaptable in managing fresh information while also taking into account the situational factor. (17)

5. Workforce diversity: Workforce diversity is defined as the presence of diverse types of workers in an organization. Such diversity is increasing in businesses today as a result of changing demographic factors, the need to improve the workforce, regulatory pressure, and more globalization. The main dimensions of diversity are age, gender, and ethnicity. On the one hand, the average age of the workforce is rising, but on the other, women are becoming more involved in the workplace. An competent manager must handle a diverse staff from both an individual and organizational standpoint. The first option entails creating a better environment via factors such as understanding, empathy, tolerance, and communicative preparedness, while the latter needs the establishment of policies, practices, training, and an outstanding culture.

6. Team empowerment: Nowadays, teams are formed to carry out a variety of tasks as needed in the workplace. Members of the team are specialists in their fields with the authority to plan, allocate resources, coordinate, and control activities. As a result, team members are in command of their tasks and may carry them out independently based on their own logic and knowledge. Managers just transmit information and work as coordinators.

7. Temporary employment: Many organizations have created the concept of appointing employees on a temporary, contract, or daily wage basis. The concept of permanent employment is gradually being phased out as a result of a preference for work over job security and schedule flexibility. Many businesses have developed a preference for outsourcing and subcontracting for certain little jobs out of necessity.

8. Flexibility in work hours: Flexibility in work hours is the growing trend in competitive corporate organizations. This is contrary to conventional organizations especially in government offices where working time for workers is set. In such businesses, the staff works only for a particular period of time given by the management like from 10 AM to 5 PM. But the concept of twenty-four-hour operation has been developed in competitive commercial organizations. Here, whole working hours are divided into shifts and workers are allowed to select their shift according to their

convenience. This procedure helps to increase productivity and maximum utilization of resources of the company. (17)

9. Participative culture: In modern businesses, employees are increasingly being involved in planning and decision-making. Using this method, senior management solicits opinions, suggestions, and ideas from lower-level staff before establishing goals and making any decisions regarding their implementation. In essence, all members participate in the decision-making process, realizing the idea of management by goal. It dispels the notion that senior management makes all of the decisions.

10. Technological development: In every organization, technological growth is a continually changing and expanding perspective. It exists in all aspects of society activity, including transportation, communication, computer software data processing activities, machines and equipment, and so on. Such technological advancements tend to raise the goals and expectations of consumers, investors, competitors, employees, and other stakeholders of the company. It fosters a competitive atmosphere among manufacturers, suppliers, and providers of professional services. Managers must stay up to date on every technological advancement in their area of expertise and embrace the possibilities for corporate success. They must adjust products and services to meet the changing needs of customers. Such modern communication strategies should be used to exchange information with customers. Similarly, excellent items and services must be delivered to customers on time, at the right price, and in the right place using modern technology. (18)

Conclusion

Organization is the pattern of methods in which huge numbers of individuals, too numerous to have personal face to face encounters with all others, and engaged in a complexity of activities, link themselves to each other in the intentional, methodical development and fulfillment of mutually agreed aims. In other word stating organization is human association. People are affiliated with any forms of organization in our planet. Organization offers employment, recreation, health care, education, safety, security, etc. to individuals. An organization refers to a formal social group that is actively developed and maintained to fulfill certain specific aims. It is a location where a collection of persons with varied talents and background are brought together to do certain jobs. Organization is a collection of individuals who are collaborating under the guidance of leadership for the fulfillment of a shared aims and objectives. An organization is a purposefully organized social unit formed of two or more individuals that acts on a generally continuous basis to pursue a shared objective or set of goals. All organizations are goal-oriented. They are created for a purpose and much of the behavior inside and

between organizations reflects that objective. Goals justify the existence of an organization. when objectives are not accepted by external constituencies or when the resource flows are not adequately matched to goals. Organizations have structure, in which the declared duty of each member is articulated in some detail. The duties are purposefully segmented into various departments and set of operations on the basis of structure. Business environmental elements are dynamic or changing. Time is also altered. Every company creates, exists and executes its duties within the changing environment. So the revolutionary thinking in organization include open system, organization as culture, globalization, learning system, temporary employment, workforce diversity, team empowerment, work time flexibility, participatory culture and technology development.

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