"RADARISING INFORGANISATIONS"

Using system dynamics to implement integrated sustainable excellence and performance management systems

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Résumé
En matière de management intégré de la performance des organisations, deux types d'alignements sont habituellement recherchés : l'alignement stratégique et l'alignement de maturité organisationnelle. Une expérimentation de terrain met en évidence qu'ils sont tous deux nécessaires mais non suffisants. Deux autres alignements sont présentés : l'alignement opérationnel grâce à la logique RADAR et l'alignement inforganisationnel intégrant des variables plus qualitatives.

Abstract
Integrated performance management requires usually, two types of organisational alignments: strategic alignment and maturity alignment. Field experimentation highlights that they are both necessary but no sufficient. Two other alignments are presented: operational alignment thanks to RADAR logic and inforganisationnal alignment integrating more qualitative variables.

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Integrated sustainable performance and excellence management (ISPEM) is a hot topic today in the business world. The search of a holistic approach helping organisations to perform and remain excellent within the global competition has been a concern of several business schools, business excellence organisations and management gurus. From this quest emerged the paradigm of **Alignment**.

The first type of alignment is the **Strategic Alignment** that consists in forecasting, goal setting, planning, budgeting, execution, measurement, reporting. One of today most known methods to implement such an alignment is the balanced scorecard[1]. Its predicate is that an organisation can only be successfully managed if all steps of the strategic process are soundly carried out. It ensues that insufficient strategic alignment is the first major reason why performance management initiatives fail.

But to become durably successful, an organisation has also to realise its **Maturity Alignment.** It has to keep coherence between four maturity stages: start, low, medium and high for all components of its IPM (Integrated Performance Management) framework which are goal-setting processes, operational processes, support processes, control processes, and organisational behaviour processes and structures. The management and operational processes

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[1] Kaplan R.S & Norton D.P. The Balanced Scorecard: Translating Strategy into Action. Harvard Business School Pr, Boston, Massachusetts, U.S.A., 1996.

need to be aligned with the corresponding maturity level of the organisation[2]. It claims that an organisation can only be successfully managed if all components of the IPM framework are more or less situated at a similar maturity level and that the overall performance of an organisation is at least determined by the lowest maturity level. It demands to select the appropriate practices for each maturity phase because management practices work well in one phase, but may cause disturbance and crises in another phase. It follows that insufficient maturity alignment is the second major reason why performance management initiatives fail.

As executive and practitioner I began my pursuit at this point of know-how. My first problem was to implement, in the organisation I belong to, an operational management system bringing the organisation to reach strategic alignment and to acquire maturity alignment. To get this **Operational Alignment**, I adopted successfully the RADAR logic (Results, Approach, Deployment, Assessment, Review) lying at the heart of the EFQM[3] model, after having unfolded it. Since then I coupled successfully both alignments through a generalised RADAR approach within different kinds of organisations: companies, non-profit organisations, public sector bodies… This experience shows clearly that insufficient operational alignment is the third major reason why many performance management initiatives fail.[4]

Operational alignment by Radar loops systemic integration

"To radarise" means to run a five steps loop on a field or a process of your organisation: desired **R**esults setting, best **A**pproaches selecting, sound **D**eployment systematizing, smart (simple, measurable, accepted, realistic, time-related…) indicators **A**ssessment carrying out, and unbiased **R**eview performing. This seems a priori to be a crystal-clear definition. But practicing this five steps loop daily will show you that the devil's in the details.

Defining what kind of Results you want to obtain necessitates choosing the right things to do. What do you actually want? Do you want to develop your turnover and market shares? Do you want to safeguard your margins? Do you want to reduce your costs? Do you want to diminish your financial risk? Do you want to achieve all these four goals together?
Selecting the right Approaches needs organising business intelligence about the states of the arts of your jobs and processes and to benchmark best practices, as well as to adapt the approaches and tools to your specific and singular conditions.
Deployment requires strong project planning, management and control, relationship skills to involve everyone, troubleshooting competences, and resources and partnerships management.
Assessing means measuring the performance, the capability of your processes, and the quality perceived by stakeholders, as well as permanent adjustments to reach the objectives, goals and targets.
Carrying out Reviews demands to be able to rethink all your four precedent steps and to learn from your journey to do things better the next run. For that, you must have the capacity to call yourself into question honestly.

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[2] Verweire K. & Van Den Berghe L. (2003). Integrated performance management: adding a new dimension. Vlerick Leuven Gent Working Paper Series 2003/13.
[3] European Foundation for Quality Management
[4] Meyer F..A. (feb 2005). Radarise your business for success. European Foundation for Quality Management, Brussels.

REVIEW   RESULTS

ASSESSMENT   APPROACH

DEPLOYMENT
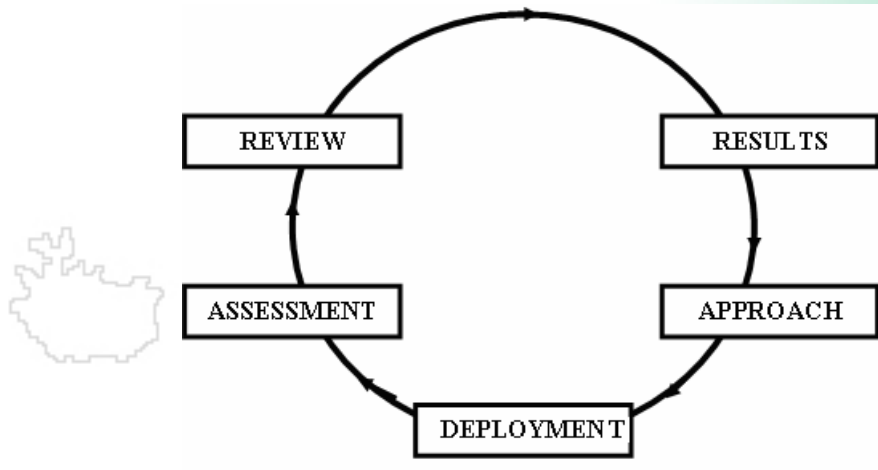
The way I developed Radar in the organisation I have been working in for about ten years is a systemic leadership and management approach. All 21 main Radar loops are interlaced; they interact. They cross-feed and cross-fertilize reciprocally. For instance, the annual review of each process (process Radar loops) feeds, through input data, the annual strategy review (strategy Radar loop). This latter nourishes the processes back with objectives for the year after. Isn't this systemic complexity at work and self-organisation boosting?

A matrix would help me to show you the interactions between all these virtuous loops:
(1) Radarise customer, (2) Radarise partnerships, (3) Radarise people as a stakeholder group, (4) Radarise society stakeholders, (5) Radarise stockholders, (6) Radarise leadership, (7) Radarise strategy, (8) Radarise human resources, (9) Radarise other resources, (10) Radarise intangible assets, (11) Radarise innovation, (12) Radarise business model breakthroughs, (13) Radarise processes, (14) Radarise permanent improvement process, (15) Radarise community or society related activities, (16) Radarise customer communication, (17) Radarise internal communication, (18) Radarise by clients' shared processes, (19) Radarise risks, (20) Radarise decision-making, (21) Radarise radarizing.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
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4	4→1	4→2	4→3		4→5	4→6	4→7	4→8	4→9	4→10	4→11	4→12	4→13	4→14	4→15	4→16	4→17	4→18	4→19	4→20	4→21
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7	7→1	7→2	7→3	7→4	7→5	7→6		7→8	7→9	7→10	7→11	7→12	7→13	7→14	7→15	7→16	7→17	7→18	7→19	7→20	7→21
8	8→1	8→2	8→3	8→4	8→5	8→6	8→7		8→9	8→10	8→11	8→12	8→13	8→14	8→15	8→16	8→17	8→18	8→19	8→20	8→21
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11	11→1	11→2	11→3	11→4	11→5	11→6	11→7	11→8	11→9	11→10		11→12	11→13	11→14	11→15	11→16	11→17	11→18	11→19	11→20	11→21
12	12→1	12→2	12→3	12→4	12→5	12→6	12→7	12→8	12→9	12→10	12→11		12→13	12→14	12→15	12→16	12→17	12→18	12→19	12→20	12→21
13	13→1	13→2	13→3	13→4	13→5	13→6	13→7	13→8	13→9	13→10	13→11	13→12		13→14	13→15	13→16	13→17	13→18	13→19	13→20	13→21
14	14→1	14→2	14→3	14→4	14→5	14→6	14→7	14→8	14→9	14→10	14→11	14→12	14→13		14→15	14→16	14→17	14→18	14→19	14→20	14→21
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21	21→1	21→2	21→3	21→4	21→5	21→6	21→7	21→8	21→9	21→10	21→11	21→12	21→13	21→14	21→15	21→16	21→17	21→18	21→19	21→20	

The direction of the influence between virtuous loops is always the same in the matrix. The virtuous loop on Y-coordinate nourishes or acts on the virtuous loop on X-coordinate.

Example:
1➔13: Customer Radar-loop feeds process Radar-loop with objectives and targets.
13➔1: Process Radar-loop influences customer Radar-loop by achieved results.

Each one of these links being bi-directional (a virtuous Radar loop influencing another and reciprocally), we obtain 420 influences corresponding to the entire possibility of interactions. Each one of these influences being potentially either positive or negative, we obtain 840 active energies in our system: NI = 2*(NR * (NR-1)). In short, don't we face here an impressive complexity at work?

The nature of the radarizing Radar-loop (21) is different from the other Radar-loops: it's a meta-Radar-loop nourished by the experiences of all other Radar-loops and giving back collective learning to all other Radar-loops.

If you run mentally through all these cross-interactions, you will become aware that Radar is a powerful tool to fight against entropy in your organisation. Radar is a permanent organisational negentropy supplier.

It is difficult to represent such a complexity on a paper sheet in two dimensions. Furthermore many people having an aversion for matrices and other mathematical representations, I prefer to try a graphical representation to help people to become aware of that 'inforganisational' complexity at work. 'Inforganisation' is indistinguishable and inseparable coupling of information and organisation in organisational systems.
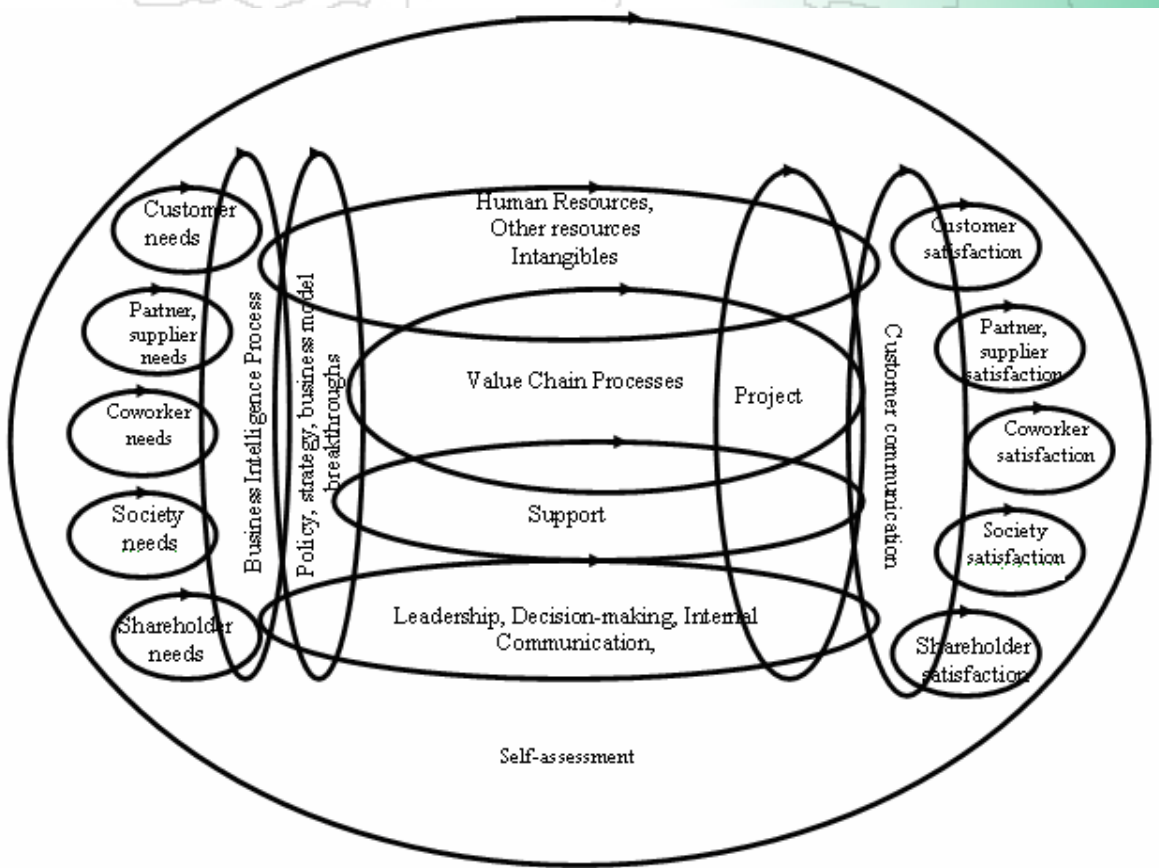
Inforgon & Inforganisation

Beside my working life, I started, 20 years ago, a personal research project on the articulation between information and organisation, with the will to know what was first. I arrived 10 years later to lose hope because of the chicken and egg conundrum I met: "to have information you need organisation and to have organisation you need information". After surpassing myself I tried to enrich my concept of Inforganisation. Combining all knowledge I had collected during this research with my professional experience within several organisations, I brought out twelve dimensions of an Inforganisation: tasko - procedural, organo - structural, teleo - projectal, modelo - conceptual, cyberneto - evaluative, info - communicational, cogno - perfective, behavio - affective, ethico - juridical, risko - anticipative, selecto - decisional, and oniro - innovative.

To give substance to all these dimensions, please find hereafter a list of terms and concepts which identify each one of them.

Inforganisation	Verbatim
Tasko - procedural	Tasks, processes, procedures, flow charts, workflow,
Organo - structural	Structures, jobs, functions, posts, hierarchy charts, valence, power,
Teleo - projectal	Strategic axes, objectives, goals, targets, projects, forecast,
Modelo - conceptual	Models, systems, mapping, patterns, urbanisation, architecture, simulations, paradigm,
Cyberneto - evaluative	Measures, results, satisfaction surveys, capability,
Info - communicational	Information, communication, access to data and document bases, business intelligence,
Cogno - perfective	Knowledge management, Competences management, individual and collective learning, training,
Behavio - affective	Respect, consideration and recognition of individuals, groups and teams, work environment, partnerships,
Ethico - juridical	Values, compliance, right to make mistakes, deontology,
Risko - anticipative	Risks, opportunities, instability, incidents and accidents, insurances, recovery and continuity plans,
Selecto - decisional	Individual and collective decisions, priorisations, choice, scenarios, non decision,
Oniro – innovative	Vision, dreams, detection of the latent needs, innovation, breakthroughs,

The theoretical inforganisationnal reality division into these twelve dimensions (components of our theoretical system), should not make forget that these are narrowly interdependent in practice. Moreover the potential interrelationships and interactions between the components (264 = 132 positive + 132 negative) make actually the richness of the model, more than such or such dimension taken separately.

Relations of influence between inforganisationnal dimensions	Tasko - procedural	Organo - structural	Teleo - projectal	Modelo - conceptual	Cyberneto - evaluative	Info - communicational	Cogno - perfective	Behavio - affective	Ethico - juridical	Risko - anticipative	Selecto - decisional	Oniro – innovative
Tasko - procedural	*	1→2	1→3	1→4	1→5	1→6	1→7	1→8	1→9	1→10	1→11	1→12
Organo - structural	2→1	*	2→3	2→4	2→5	2→6	2→7	2→8	2→9	2→10	2→11	2→12
Teleo - projectal	3→1	3→2	*	3→4	3→5	3→6	3→7	3→8	3→9	3→10	3→11	3→12
Modelo - conceptual	4→1	4→2	4→3	*	4→5	4→6	4→7	4→8	4→9	4→10	4→11	4→12
Cyberneto - evaluative	5→1	5→2	5→3	5→4	*	5→6	5→7	5→8	5→9	5→10	5→11	5→12
Info - communicational	6→1	6→2	6→3	6→4	6→5	*	6→7	6→8	6→9	6→10	6→11	6→12
Cogno - perfective	7→1	7→2	7→3	7→4	7→5	7→6	*	7→8	7→9	7→10	7→11	7→12
Behavio - affective	8→1	8→2	8→3	8→4	8→5	8→6	8→7	*	8→9	8→10	8→11	8→12
Ethico - juridical	9→1	9→2	9→3	9→4	9→5	9→6	9→7	9→8	*	9→10	9→11	9→12
Risko - anticipative	10→1	10→2	10→3	10→4	10→5	10→6	10→7	10→8	10→8	*	10→11	10→12
Selecto - decisional	11→1	11→2	11→3	11→4	11→5	11→6	11→7	11→8	11→8	11→10	*	11→12
Oniro – innovative	12→1	12→2	12→3	12→4	12→5	12→6	12→7	12→8	12→8	12→10	12→11	*

An "Inforgon" is an elementary "social-economic-technical" system where information and organisation reach a harmonious and balanced articulation for the satisfaction of all its stakeholders (itself, its encompassing inforganisation). An "Inforganisation" is a complex "social-economic-technical" system where inforgons reach a harmonious and balanced cooperation integrating all twelve inforganisational dimensions for the satisfaction of all its stakeholders (customers, partners and suppliers, personnel, community and society, shareholders or "sovereigns").

"To Inforganise" means that people carry out collective work of creation and ripening of inforgons and inforganisations. The Integrated Sustainable Excellence and Performance Management (ISEPM) is a management of inforganisations where man and woman are reinvested of their true mission as contributors to stakeholders' satisfaction, risk control, innovation and permanent improvement.

Such a holistic inforganisationnal approach tries to coach organisations to integrate collectively and efficiently all new challenges they face today (globalisation, environmental and other risks, corporate social responsibility, sustainable development, compliance…) and will meet tomorrow (resources rarefaction, population ageing…). We have to help organisations to improve their operating mode to aim at the durable performance and excellence, pledges of our collective survival.

Coupling performance with excellence in the striving for sustainability provides balanced vision and ethic to your organisation.

Criteria	Performance	Excellence
Assets	Tangible	Intangible
Time	Short run	Long term
Satisfaction	Clients, Shareholders	Personnel, Partners, Society and Community
Orientation	Profit	Planet and People
Results	Financial and quantitative	Qualitative
Focus	Bottom line	Triple bottom line
Reporting	Financial report	Global Report Initiative

Inforganisational alignment by taking into account the zest factors

Comparing the results reached by different organisations having adopted the Radar logic and deployed strategic and maturity alignment, I detected tangible differences. Thus the next problem I faced was to identify the lack of elements and/or linkages within the less performant management systems. I have been looking for that missing links for three years. I guess that there has to be deployed another kind of alignment: **Inforganisational Alignment.**

This alignment includes the twelve dimensions of Inforganisation. My hypothesis is that an organisation can only be durably successful if all twelve dimensions of the inforganisational framework are taken into account and even more, if their linkages work well. It could explain why insufficient inforganisational alignment is the fourth major reason why many performance management initiatives fail.

I wish to give you two different perspectives on that problem. The first one will be an assessment of five inforganisational experiences I had to drive the last years. Five organisations, having implemented with the same methods and tools and well deployed the six first inforganisational dimensions for at least four years don't show the same level of performance and excellence results. Why?

Organisations	Causes	Effects	Lacking inforganisational dimensions
Excellence Award winner facing a strong market evolution (400 people)	New executives despise middle management. CEO without a clear vision and decision ability.	Passive middle management. Too many innovation projects at once without results.	Behavio - affective Selecto - decisional Oniro - innovative
Old mutual organisation needing reorganisation and new challenges (50 people)	CEO doesn't inspire respect and truth. Old chairman out of the running.	Many internal conflicts between people and teams. Absence of sound decision making.	Behavio - affective Ethico - juridical Selecto - decisional
Public sector organisation receiving new attributions (150 people)	Insufficient resources and competences allocation.	People demotivation. Customer dissatisfaction. Accidents.	Selecto - decisional Risko - anticipative
High specialised subsidiary of an international group (1500 people)	Absence of reviews, no knowledge management, no competences management.	High indirect costs generated by reinventing daily previously acquired know-how. Low personnel satisfaction level.	Cogno - perfective Behavio - affective
Young fast growing business having invested in an exclusive partnership (100 people)	The exclusive partner imposed overnight a new pricing frame.	Loss of 50% of sales turnover over 10 months. Generalised fear.	Risko - anticipative

A human being, a team, a process or a department seen as an inforgon within the inforganisation of a business adapts constantly its behaviour within this Inforganisation depending on the interactions and relations it entertains with it. The lack of one or several inforganisational dimensions has a direct impact on their behaviour.

If there is a lack of "cogno - perfective" dimension, an organisation doesn't capitalise its know-how to improve its collective capacity to learn from its errors and to improve things and innovate. Symptoms will be: internal star system "those who know and those who do not", organisational lies, deafness in front of the stakeholders, permanent hot water reinvention…

If there is a lack of "behavio - affective" dimension, an organisation doesn't support motivation; people at work will entrench themselves in a wait-and-see attitude, will refuse to take risks and will look for protection. Symptoms will be: conflicts, double binds, absenteeism, low morale…

If there is a lack of "ethico - juridical" dimension, values are absent or are not lived and are not practised by the personnel and the leadership. The organisation attaches little importance to its legal obligations and engagements and does not carry out legal and regulatory intelligence. Symptoms will be: conflicts with customers, conflicts with partners, employee-employer conflicts, and problems with regulatory bodies…

If there is a lack of "risko - anticipative" dimension, an organisation has no complete awareness of the risks which hang over it and has not prepared its staff to anticipate these risks. Symptoms will be: unbearable unconsciousness, excessive optimism, absence of anticipation, realistic remarks becoming targets of mockery…

If there is a lack of "selecto - decisional" dimension, executives and leaders do not control the decision making process. Symptoms will be: unclear strategy, too much projects running in parallel without prioritisation, problems of resources and competences allocation, succession of orders and counter-orders…

If there is a lack of "oniro - innovative" dimension, an organisation shows difficulties for gathering improvement and innovation ideas from its people; leadership is unable to provide new dreams and challenges for them, and the process from idea to realisation is not controlled. Symptoms will be: absence or ineffectiveness of an idea gathering system, sullenness, low market innovation…

This first investigation shows that absence or weak deployment of a zest factor can ignite fires within an organisation. Sometimes one small fire (butterfly wing effect) is enough to generate disturbance, to bring a process or a project to a standstill, to cause an accident, to increase costs, to loose turnover. Sometimes too, things are slowly moving towards entropy until the day when the risk occurs. Organisations remain often performant even though some of these inforganisational dimensions are absent or weak. But then you can search the outlet. It always exists. Where is it? You will find it either in the pathologies developed by people living within the organisation, or in the other stakeholder dissatisfaction.

Further on, a dimension can exist and be at the state of art, but because of the negative link with another lacking dimension, it is brought to ineffectiveness. The oniro-innovative dimension for instance, without the selecto-decisional dimension, reaches a dead end.

The second perspective I would like to give you comes from a report carried out in my capacity as former national quality award assessor and as member of an international business excellence award jury. Reading dozens of application documents and related assessor reports of organisations striving for becoming "world class players", I noted that hard enablers are generally controlled by the candidates. These hard enablers are the six first dimensions of the inforganisational model: tasko - procedural, organo - structural, teleo - projectal, modelo - conceptual, cyberneto - evaluative, and info - communicational.

Soft enablers on the contrary are sometimes less effectively deployed. However, these are the zest factors for becoming durably outstanding organisations.

Inforganisational dimensions	Some observations
Cogno - perfective	The notion of "review" is not clearly understood and there is no evidence that the organisations carry out sound reviews to learn collectively from their common organisational history.
Behavio - affective	Interviews of co-workers show that people who really cooperate in the end become often loosers in front of people who compete inside an organisation.
Ethico - juridical	The values posted on the wall correspond more to what the highest executive wishes they were than to what is real-life. Organisations don't have sound systems to identify nor to cascade all legal requirements toward their processes in charge of application.
Risko - anticipative	Only few organisations carried out a full risk analysis and update it to regularly fuel their prevention processes.
Selecto - decisional	Very rare are the organisations which really review their mode of decision-making and which improve it year by year.
Oniro – innovative	The ability to share dreams and create collectively the future is a very strong motivation generator however too much often forgotten.

The same observations can be made as regards relations between these dimensions.

Links between inforganisational dimensions	Some observations
Risko - anticipative ➔ Selecto - decisional	Despite the new fad of corporate governance, Executives very seldom admit to present a risk as decision makers. Fieldwork shows you that many decisions attack effects and not causes.
Behavio - affective ➔ Selecto - decisional	Even in a powerful organisation one can find yes-people agreeing with all the decisions. This can lead to huge mistakes. You can also find systematic opposition trends that are there to stop projects.

I hope that inforganisational alignment appears now to you as a systemic and holistic approach to analyse and improve organisations. I would like to share with you the conviction that it can not be carried out effectively and efficiently in a traditional way (design ➔ development) by consultants designing an ideal inforganisation that you could implement in your specific context. Only your organisation is able to inforganise itself. It needs, for doing that, two things: a new leadership style inside and a little help from outside.

Radarising the Inforganisation

Leadership becomes the process of implementing and radarising Inforganisation for better performance and excellence results, and my new job of "inforganiser" consists in helping leaders and managers to implement and radarise their Inforganisation. The usual way begins with a **R**eview of an organisation against the inforganisational model. Once the strengths and weaknesses are identified and collectively shared, decisions are made to improve the selected weak points and to keep the crucial strong points and **R**esults to achieve are formalised. In the step after, the organisation searches and chooses the best **A**pproaches. Then the selected approaches are **D**eployed by the different processes. Once the deployment made, **A**ssessment permits to measure the results obtained.

Various experiments in progress confirm the power of this Radar logic in the context of inforganisation. Their last surprise was to require from me the introduction of a Radar loop for the inforganiser itself: a new manner of seeing the actor within the system.
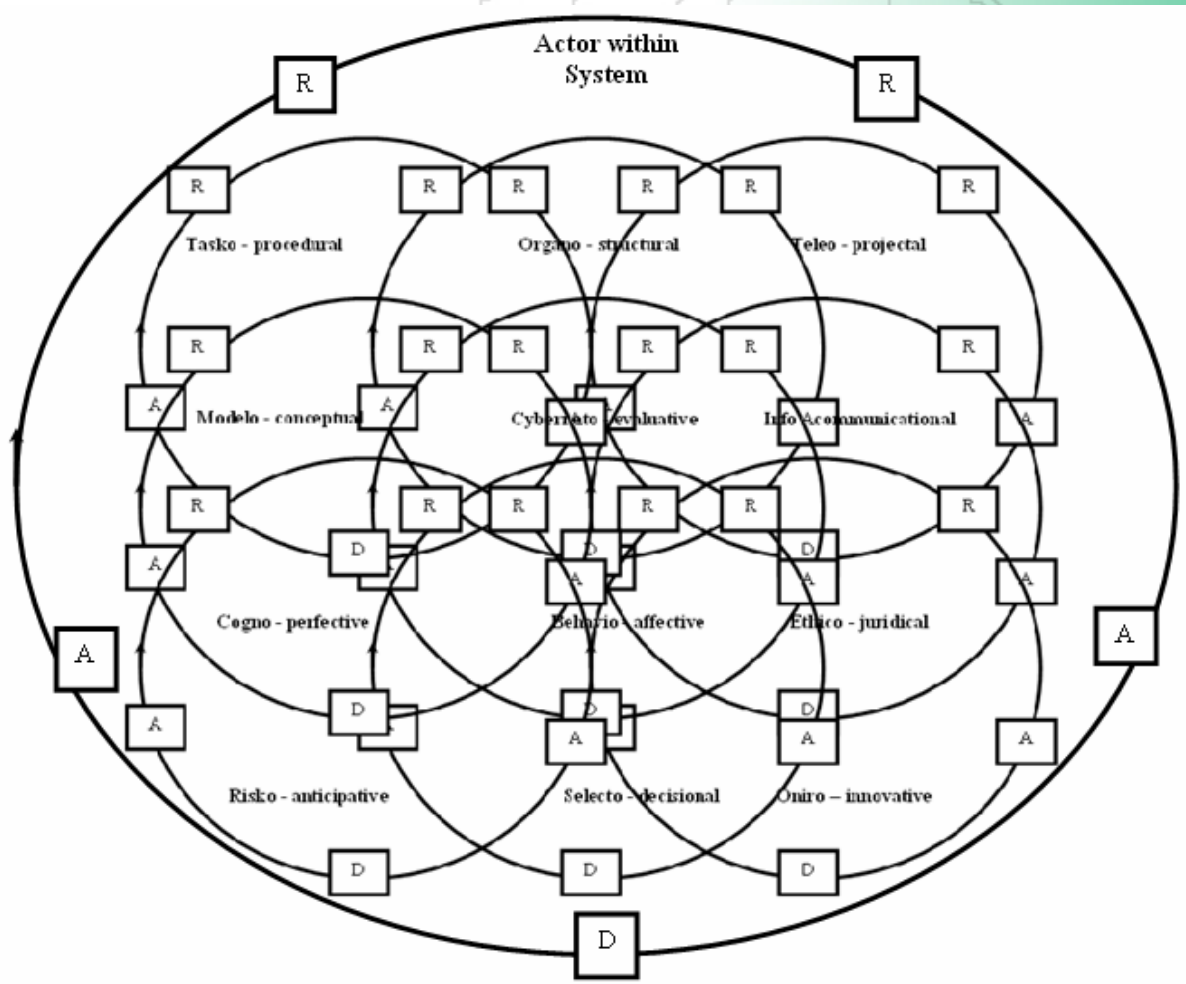
To conclude, it appears today increasingly certain to me that the striving and struggle for durable performance and excellence for an organisation passes through an integrated and harmonious collective deployment of the twelve inforganisationnal dimensions. Radarise your inforganisations and give me feedback to confirm or contradict this conviction.