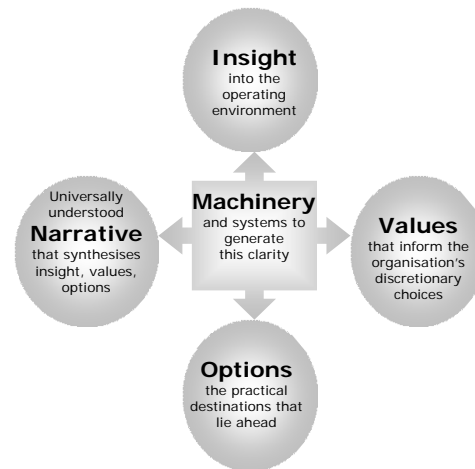




Beyond Crisis

The **uncertainty** of the future offers us some near-certainties. Life in large organisations will become ever more **complex**, time and resource-constrained. Competition will be more intense, and scrutiny will be **unrelenting**. At the same time, the world has seen the financial crisis and faces ongoing **changes** in the **world balance global** systemic challenges. We seem to have reached a number of tipping points.

How can organisations thrive in this environment?



A PS-RO

The New Book ...

from **Gill Ringland, Dr Oliver Sparrow and Patricia Lustig** addresses the changes that need to be made within organisations to respond to the unprecedented issues arising out of the financial crisis of 2006 – 2008. “Beyond Crisis – achieving renewal in turbulent times” will be published by John Wiley in March 2010.

The SAMI Analysis

For some time now, SAMI has been analysing what has been happening in organisations over the last decades. The financial crash of 2006-2008 provided the spur for us to co-ordinate our analysis and our thinking, and formalise our ideas for a successful 21st century organisation. In the book, the authors use scenarios to make sense of today’s turbulent business environment and also what the organisation of the future needs to be like. The authors believe that organisations will need to follow the Darwinian imperative and evolve, and have called this evolving organisation the Purposeful Self-Renewing Organisation (PS-RO).

A Purposeful Self-Renewing Organisation (PS-RO)

In this book the authors demonstrate HOW the future organisation will work and WHY this will be successful. They emphasise that they recognise every organisation is different and that there is no one-size-fits-all solution.

They have however identified that, to be successful, a PS-RO will need to have five qualities. Renewal means the need to match both its current situation and the changing environment. To do this, an organisation needs analytical **Insight**. It also needs a clear sense of its **Values**, the choices which it has made around often intangible issues such as brand positioning, staff relationships and the like. It needs to relate its current activity and asset base to practical ways forward, its **Options**. These are joined by the organisational **Narrative**. The **Narrative** is the shared set of reflexes that knit the organisation together. The first four qualities of **Insight, Values, Narrative and Option** generation are linked through the operation of the fifth quality, that of **Machinery** - used here in the sense of active and dynamic infrastructure, covering people and processes. All five elements need to be in place if purposeful renewal is to be achieved.

A PS-RO

These are the elements of a tool kit which provides the methods and systems to create a PS-RO.

A PS-RO harnesses the talents of people at the sharp end, in contact with customers, suppliers and partners, to provide the insights to set the direction for purposeful renewal.

It is a relatively simple concept, but its implementation requires senior managers to accept that they will need to continually take stock of the environment in which they find themselves and adapt and respond to what they find; they will need to be continually renewing. This evolution will require them to identify and adapt their best 'genes': procedures, processes, thinking, innovation and creativity. They will also need to reject "bad" genes.

The Future Need Not Overwhelm

Finally: the future need not be overwhelmingly daunting; "getting the job done" can be challenging, stimulating, inspiring, rewarding and enjoyable. In a PS-RO, staff are respected and responsible, informed and insightful, exhibiting qualities of confidence and leadership that lead to long term success and profitability.

The book's concepts have already been tested with a wide range of academics and senior managers, gaining "Aha!" s of recognition of the diagnosis and potential solutions.

As Rupert Pennant-Rea, formerly editor of The Economist and Deputy Governor of the Bank of England wrote:

"In today's stormy waters, beware the guide who promises to take you safely back to port: that way lies the scrap-yard. If instead you want to know how countries, companies and individuals can master the winds and the waves that will dominate the next decade, this is the book for you."