

Architectural Leadership Consulting Framework

*Approach to integrative building and maintenance of whole organization for its
peak performance*

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1. Foreword

Since Organization Development (OD) is a multi-step process that helps organizations to build capacity for change, achieve and enhance efficiency; through the development, enhancement and strengthening of strategies, structures, and systems. OD consultants / Professionals use several diagnostic and development instruments to conduct OD process. But over time, the various vital needs of clients requested something advanced. Then a need has been discovered for a new framework that can work with a combination of OD processes and tools. Consultants can use this for their projects to deliver important and successful outcomes to the organizations not just for current circumstances but also for the future. The name suggested for this new framework is Architectural Leadership Consultancy (ALC). Which is based on two (2) connected dimensions. One of them says "What's the need" and the other demonstrates "How to". The effect of these two would move the business towards the desired stage. Since this is the ongoing process, we must switch around it for the best of the organization / s and for the challenges ahead.

2. Desk Review

Researchers wrote a research article in the Human Systems Management Journal titled "Architectural Leadership: Creating a Value-Enhancing Infrastructure". According to that article, the term "Architectural Leadership" means that it is a leadership approach that focuses on the design, implementation and enhancement of organizational processes and structures; AL aims to realize latent competitive strengths in the organization in order to enable strategic materialization and to increase organizational value.

In addition, the Architect Leader forms the organization's behavioral and functional space to fulfil its criteria and goals. The space that needs to be formed includes employees and their jobs, as well as formal and informal procedure, processes and systems arrangements. Via specific core

organizational approaches, the Architect Leader structures value-drivers, embodying enhanced skills, fulfilling policy and extending the strategic horizon.

The Architect Leader assimilates the methods in the company and ensures that the concepts learned are applied and the methods adapted to the various circumstances. Architect Leaders foster leadership at all levels of the company, promote projects and harness all workers to achieve the goals of the organization, not just the executive team.

The viewpoint of architectural leadership (AL) is to organize the company in service, begins to its strategy to maximize its ability and value. Instead of relying on the personal influence of the CEO, and just focusing on structuring and running organizational operational systems. In reality, AL is emphasizing that it spreads from Top level and enables the whole company to be used efficiently to achieve its goals.

3. Postulation

The proposal of Architectural leadership Consultancy (ALC), which is derived from the concept architectural leadership, has designed by “Jibrán Bashir Leadership Institute (JBLI)” for the consulting, which will be used for work scope of *Architectural Leader/s (consultant)* to plan the near future, designing the parts, developing the processes, craft the workplace, define the performance mechanisms and uplift the people of an organization. And do all this by following the process of diagnosing, developing, deploying, and deviation checks steps.

The detail of AL Consultant work scope and the process will be discussed onwards;

1) Plan

Plan herein means "Strategic Planning". It is the practice of looking forward to achieving a specific set of goals, beyond the near future of the company. Without this base, companies are

likely to be trapped in a twister of urgent activities that might not help organizations in the long term and that is not the way to operate. A strategic planning is step-by -step approach. Here it is;

Step 1: Contextual Analysis of the Business

Step 2: Define Mission, Vision and Values of Organization

Step 3: Formulate Three Levels of Strategy

Step 4: Develop Balanced Scorecard

The *contextual analysis* covers, PEST analysis (Political, Economic, Social and Technology), SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), Competitors analysis, “Porter 5 forces” analysis, Consumer Behavior (CB) analysis etc. In other words, the contextual analysis is the overall external and internal study of the business to get the organization’s true picture to evaluate its current situation.

After contextual analysis, *second step* of the plan is to craft the mission (purpose of the organization), vision (dream of the organization) and values (principles and preferences). The mission, vision and values are the central hub of the organization around which the whole organization moves to achieve them.

To convert the corporate mission and vision into reality, the *Formulation of three level strategy* is another step of strategic planning, *namely*:

The corporate level

The business level

The function level

At the corporate level, strategy is formulated for organization as a whole. It deals with decisions related to various strategic business units in which the firm operates.

At the business unit level, strategy is formulated to compete on the basis of either cost leadership, differentiation or simply irrelevant the competitor through blue ocean.

At the functional level, strategy is formulated to link it with the business strategy to operate the organization's departments in a strategic way.

A balanced scorecard is a fourth step of strategic planning. It is a frame work designed to translate the organization's mission, vision and overall three levels strategies into quantifiable four dimensions goals (financials, customers, processes, people), and to monitor the organization's performance in terms of achieving these goals.

2) Parts

Consultants work on the structure after writing the strategy, called parts here. It establishes the "Structure of Reporting & Ranking." Who will report to whom? Departmentalization, command chain, control period, centralization or decentralization, specialization of work and the degree of formalization. Each of these seven (7) key elements affect how workers engage with each other, management and their jobs in order to achieve the employer's goals.

Study states; Most companies can be split into five basic components.

- 1) Strategic apex
- 2) Middle line
- 3) Techno structure
- 4) Support staff
- 5) Operating core

The *strategic apex* is the result of a rising need for direct supervision as the business grows. The apex is responsible for ensuring the company carries out its mission. The owners, government officials, associations, families, etc. are responsible for them.

When the company becomes ever bigger, one manager can't handle all the staff, so there are several worker supervisors, and a manager to oversee the supervisors. This generates a middle line that transmits power from top to bottom.

In prior research, it was the primary duty of the supervisors to decide how the job should be performed by the workers. However, as companies grow bigger, they usually create a new group of people — analysts — who take on the task of finding out what the company's technology should be and what the company's procedures should be. These analysts are the *techno structure* of the organization.

The mission of the techno structure is to affect coordination through standardization. Industrial engineers, for example, standardize work processes; strategic planners standardize results; and skills are standardized by staff trainers and recruiters. Finally, the company introduces other administrative units, such as a cafeteria, legal counsel, public relations, etc. These are known as support workers.

Operating core these are the people who do the simple work of making the goods or supplying the services. The operators are essentially self-sufficient in the simplest organizations, coordinating by reciprocal adjustment.

Other than the reporting structures, a grading structure depicts the grades, designations, and range of salary slabs. Structure might be running into groups of work/jobs but the similarity of work carried out at diverse levels .

3) Processes

The processes here are referred to as business process engineering, which is a way for companies to research their existing business processes and create or upgrade the new ones to increase productivity, performance and operating costs.

The discovery and analysis of potential business processes from historical data includes process engineering and processing. Travel booking, for example (including flight booking, hotel booking and car rental), customer orders, account opening, factory production, etc. Such processes are often invisible, as most information systems provide views on specific steps or stages of a business process.

The processes usually cover the primary and secondary value chains related to the following;

- **Integrated Supply Chain/ Operations Management System**

Supply chain (SC) is a cross-departmental and cross-company integration and alignment of materials, info and financial flows for the most rational transfer and utilization of SC capital in the value chain, from raw material suppliers to customers. So, shaping the SC Integration and Operations Management System is one of the key components of any organization and is responsible for balancing demand and supply along the entire value-adding chain. As these elements are connected with marketing so, the integration of marketing management system's process is essential.

- **Integrated Marketing planning processes**

According to the most recent research, the Marketing Strategy Process includes, in order to recognize the recent business situation, identifying the target market, placing the brand on the market, defining and optimizing the product/service offering, setting the price of the product, crafting the distribution channels/networks and developing the promotion mix.

- **Human Resource Management System**

Human Resource Management is the name of development and implementation of HR policies and procedures related to human resource planning, recruitment, selection, orientation, training, performance management, compensation, benefits, and employee relations of white collar staff in organization.

4) Place

The place consists of two dimensions which are, physical environment and behavioral environment of organization for employees.

Where physical environment covers comfort environmental services and office layout designed area (Ventilation, heating, natural lighting, artificial lighting, decor, cleanliness, overall comfort, physical security- Informal meeting areas, formal meeting areas, quiet areas, privacy, personal storage, general storage, work area – desk circulation space).

Whereas behavioral environment covers interaction informal, interaction points and distraction (Social interaction, work interaction, creative physical environment, overall atmosphere, position relative to equipment, overall office layout and refreshments- Interruptions, crowding, noise).

If we design the place environment by keeping in view the physically and behavioral aspects, that will enhance the office productivity.

Another research says that organization can reduce fixed costs by investing to improve meeting space quality (number, size and availability) and effectiveness of administrative reception (concierge) support. To increase employee engagement, organizations can increase the proportion of individual work spaces, assigned workspaces, and quality of meeting spaces.

5) Performance

Plan, parts, process and place have an impact on the performance of employees but this is important for the organizations to define the performance mechanisms in a detailed way. That performance mechanism is based on defining the following;

- Job Descriptions
- Key Result Areas (KRAs) with Weight age
- Key Performance Indicators (KPIs)
- Competencies

Job Description are the detailed documented duties of the employees extracted from the defined processes. Whereas the Key Result Areas” or KRAs refer to general areas of job descriptions for which the individual role is responsible. Weight-age means assign importance in percentage (%) to each KRA. A Key Performance Indicator (also known as performance standard) is a management-approved expression of performance requirement(s), or expectation(s) that must be met by an employee to be appraised at a particular level of performance. A fully successful (or equivalent) KPI must be established for each Key Result Area and included in the employee performance plan.

Key performance indicators should be specific, measurable, realistic, and stated clearly in writing (or otherwise recorded) and must be linked with the balanced scorecard.

6) People

Once the performance defined, the most important factor is to develop the organization people as leaders from top to bottom to get the financial and non-financial targets of the organization.

To develop the leaders, follow the followings;

- Leadership Succession & Development Program at all levels
- Leadership Executive Coaching
- Performance Leadership Coaching

To develop leaders at all levels, it is best when people are grown as leaders, not imported. And the leadership function as a whole will grow stronger and deeper if an organization invests in development rather than replacement. So, a leadership succession process combine with leadership development programs, is a solution of leadership pipeline in organization

** The people dimension also encompasses CEOs and top management of companies, so the design of leadership executive coaching is vital to achieve the outcomes of their business and effective interpersonal actions. **

The job of the team members, under the direction of the top executives, is the main organ of every organization. If organs don't work, how can the organization, and vice versa. Best performance is important so, leaders build several "performance management systems" in organizations to make this wish come true.

The mind part of Performance Management is, linked with the defined KRAs and KPIs but the heart part is, to be attached with the employs to maintain and retain the high performance and that's called Performance Leadership. It is the name of leaders' empathetic and genuine involvement to help team members for their performance enhancement through coaching.

ALC is a four Ds (4Ds) steps process;

1) Diagnosis

Diagnosis means, to determine the root causes of different issues exist in the organization's 6Ps. The applied multiple approaches, e.g. analysis of several prevailing organizational records and documents, one-on-one interviews with top management and employees, surveys, and

psychometric testing would be used to gather data for diagnostic purposes by the consultant. Once the data is collected, a detailed 6Ps diagnostic report will be prepared and present to the client for further consulting steps.

2) Development

Based on identified gaps, the Architectural Leadership Consultant can step into the development process where it typically works on the development of 6Ps or develops those Ps that are the exact needs of the client's organization. Here, development means documentation, either Plan (Strategy Paper), Parts (Structure Book), Processes (Policy and Procedure Manuals), Position (Physical Environment and Behavioral Environment Plan), Performance (Written JDs, KRAs, and KPIs), People (Designed Coaching Programs).

3) Deployment

Preparation of documents is not enough if they are not properly deployed and implemented in organization. The deployment of the first 5Ps through Change Management (Awareness Sessions and Implementation) and 6th P "People" through Leadership Development and Coaching programs is the most important step to transform the client's organization to the next level.

4) Deviation Checks

Consultants do not stop their work after deployment, but conduct quarterly deviation checks on 6Ps implementation through the audits. These deviation checks ensure that organizations are on the right track and progress towards the defined objectives.

4. Architectural Leadership Consulting (ALC) Framework:

On the basis of above 6Ps consulting tool and 4Ds consulting process postulation, Jibran Bashir Leadership Institute formed Architectural Leadership Consulting (ALC) framework.

Where 6Ps means;

- 1) Plan
- 2) Parts
- 3) Processes
- 4) Place
- 5) Performance
- 6) People

And 4Ds means;

- 1) Diagnose (Identify Problems and their Roots Causes by using 6Ps)
- 2) Development (Develop 6Ps for Organization)
- 3) Deployment (Implement 6Ps through Change Management)
- 4) Deviation Checks for Results (Quarterly Audits of Implemented 6Ps)

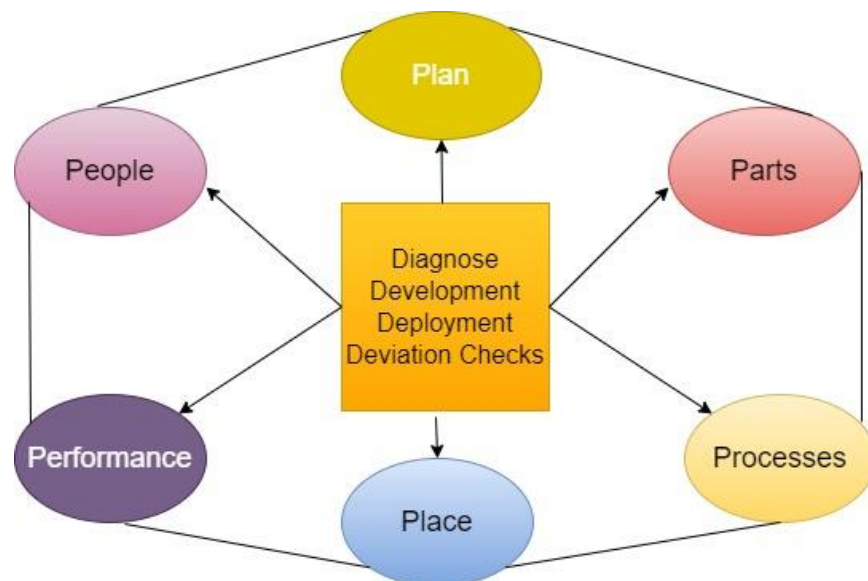


Figure 1: Architectural Leadership Consulting (ALC) Framework

5. Impact

The clarity of ALC framework itself is a uniqueness and its pros-based impact is twofold because it's on both consultants and clients' side. Have a look!



6. Cessation

To build the valuable organizational infrastructure in today's business dynamics, CEOs can get help by consultants who can utilize the Architectural Leadership Consulting framework. This practice will surely enhance the organization's performance in terms of financials and non-financials.

7. Footnotes

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