

Editorial: *Today's World, Living History, Conscious Experience, Institutional Response, Composable Business, Collaborative Interactions, and Fair Performance Management System*



“Being You is not as simple as it sounds...”, let us know the reputed Professor of cognitive and computational neuroscience at the University of Sussex (UK), Anil Seth, author of the challenging book *“Being You: A New Science of Consciousness”* (Publisher: Dutton, October 19, 2021). According to Seth: *“There is a real world out there, but the way in which that real world appears in conscious experience is always a construction — a writing as much as a reading”* (Seth, 2021). In the opinion of Ellen Langer, a reputed Professor in the Psychology Department at Harvard University, *“Anything hierarchical suggests that there is a single metric—a ‘right’ way of understanding the world, and better and worse ways to view things... But the world is a social construct. Mistakes are not mistakes in all contexts”* (Lambert, 2007), while according to David Laibson, Professor of economics (considered one of Harvard University’s most prominent behavioral economists), *“The world we live in is an institutional response to our biology”* (Lambert, 2006).

But as *“Economists specialize in taking really complex things and boiling them down to simple principles”* (also according to the above-mentioned David Laibson), allow me (as an

economist) to also recall the wise words of the late Romanian economist and jurist Vasile Stănescu, Professor, Honorary Member of the Romanian Academy, who confessed seven years ago to a distinguished audience as follows: *“Our world has entered a new temporality ...; multiple levels of reality we live in ...; we are projected by events... waking up captives, in a continuous tension...; Today’s world does not yet exercise common destiny of human beings wherever they are, of solidarity and empathy ...; in these times of wanderings, crushed by the huge civilization machine, the emphasis is on the utility values of civilization at the expense of cultural and moral values, as well as patterns. Human beings are dehumanized, there are major imbalances ... The competition took a dramatic end, the fight being carried out between values and interests; ... Coupling intelligence and good taste, its feelings...with the general laws of the market... laws that induce exacerbated selfishness, not only in action but also in thought, individual and collective mind is saddening for the human being; we easily say goodbye to the past, replacing admiration and respect with the show, with rhetoric and self-sufficiency, if not ironic or higher depreciation ... We live in an ambivalence incapable of solving the idea of continuity...; Endangered is the factor of cohesion and mobilization of society: patriotism, national interests; the fragility and vulnerability of our planet’s projection are in an ambivalence that give us cold chills: stability vs. instability, peace – war, creation – destruction, progress – catastrophe, moral – immoral, empathy – indifference, order – chaos, socialization – exacerbated individualism, freedom – dictatorship”* (Purcarea, 2015). My great Friend, Professor Vasile Stănescu, also confessed to the distinguished audience at the Scientists’ House of the Romanian Academy that: *“I never had time for conflicts, avoiding visceral adversities, preferring those of opinion, dialogue. I acquired the reflection according to which knowing to listen is important... when you speak you must have something to tell... I want to hear the silence of things (Emil Cioran) and the music of spheres (Pitagora), because when you stop believing, in fact, you stop existing, you stop living history... ”*

In our last HMM Editorial (Purcarea, 2021) we made reference, among other aspects, to the fact that: according to Nielsen, trust, comparability and adaptability are the three pillars all the brands should focus on; according to Gartner, preparing for the future of hybrid marketing it is necessary to redefine the Chief Marketing Officer’s (CMO’s) role as the organization’s “Chief Connecting Officer” (CCO, who connects Customers, Employees, Brand, Partners, and Channels); we all have to keep in mind that talent without work, as highlighted by our great Constantin Brancusi, is nothing more than raw unfinished material.

In January 2022 a very interesting question was brought to our attention by McKinsey’s People & Organizational Performance Practice: *“If we’re all so busy, why isn’t anything getting done?”* (De Smet et al., 2022) McKinsey’s representatives highlighted the significant role of collaborative interactions in both improving organizations’ productivity, speed, and innovation, and driving better business performance. In their opinion, there are three categories of such interactions, as shown in figure below.

Collaborative interactions fall into three categories.

 Virtual
  In person
  Other mechanisms

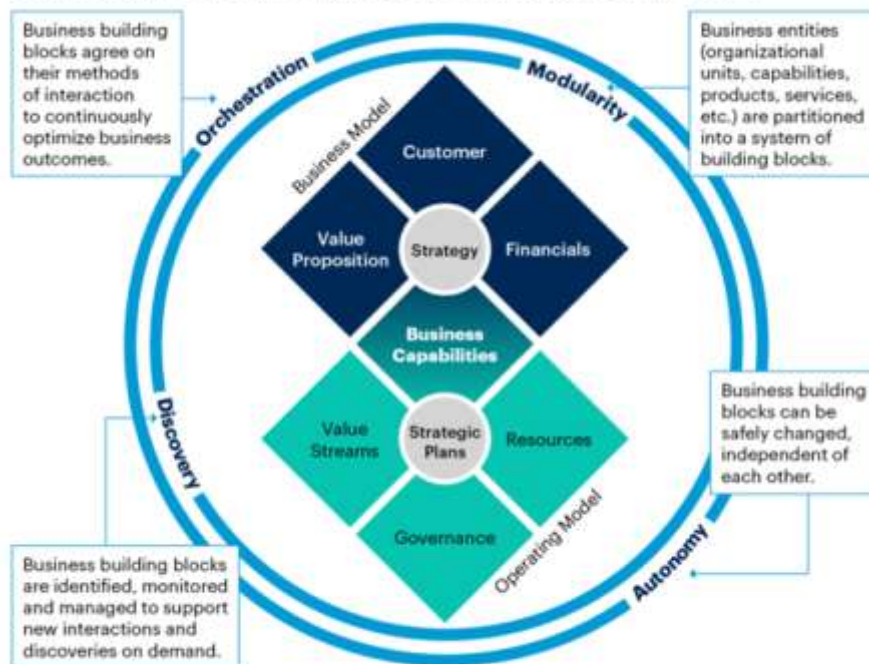
	Interaction	Suggested Format	Purpose	Characteristics	Outcome
Decision making	Complex or uncertain decision		Make uncertain, hard decisions	Most complex, hard decisions Quality debates	Decisions for complex issues and actions
	Cross-cutting routine decision	 	Make routine decisions	Standard set of routine decisions Well-defined protocol for approvals Most time spent on exceptions or escalations	Routine decisions
Creative solutions and coordination	Innovative session		Identify innovative solutions	Innovative problem solving Usually half-day sprint Solutions to be brought into a decision meeting	Potential innovative solutions—preparation for a decision meeting
	Routine working session	 	Coordinate actions Get input Crowdsource ideas	Round-robin Usually short	Considerations and next steps
Information sharing	One-way		Share information	No interactions required Other effective mechanisms; eg, memo, email, podcast, vlog, Slack-based town hall	Awareness of new information
	Two-way	 	Share information and answer questions	Interactions (eg, Q&A) required to be successful	Awareness of the new information and concerns and questions addressed

Figure no. 1: Collaborative interactions fall into three categories

Source: De Smet, A., Hewes, C., Luo, M., Maxwell, J.R. and Simon, P., 2022. *If we're all so busy, why isn't anything getting done?* [pdf] McKinsey & Company, *People & Organizational Performance Practice*, January, p. 3 (work cited)

Speaking about the latest economic data within today's US economy, Sergio Rebelo, distinguished Professor of International Finance at the Kellogg School of Management, Northwestern University, offered his opinion including about companies' renewed focus on resilience, underlining companies' need of building resilience into their operations and strategies following the pandemic (Love, 2022). It is worth remembering within this framework how approaching organizations' priority of business resilience (following COVID-19 pandemic and other disruptions) Gartner recommended to business and technology leaders to begin the composable business journey, based on the three pillars of composable (thinking, business architecture and technology) digital business (Gartner a, 2021). Gartner's core principles of composability applied to business architecture are shown in the below figure. The need for an organization to move to a composable architecture was clearly explained by Gartner, as shown in the next figure below (Gartner b, 2021).

Core Principles of Composability Applied to Business Architecture



Source: Gartner
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Gartner

Figure no. 2: Core Principles of Composability Applied to Business Architecture

Source: Gartner, 2021. *Becoming Composable: A Gartner Trend Insight*. [pdf] Gartner for IT Leaders, 17 September 2021, p. 12 (work cited)

Major Trends and Themes Across Data and Analytics

Progressive data and analytics (D&A) leaders are shifting the conversation away from tools and technology and toward decision making as a business competency. This evolution will take time to achieve, but D&A leaders are in the best position to help orchestrate and lead this change.



Source: Gartner

Figure no. 3: Major Trends and Themes Across Data and Analytics

Source: Gartner b, 2021. *Leadership Vision for 2022*. [pdf] Gartner Research, Top 3 Strategic Priorities for Data and Analytics Leader, p. 3 (work cited)

Allow us to end by coming back to prior McKinsey's research (Chowdhury, Schaninger and Hioe, 2018) which pledged for bringing together some critical practices (not only linking individuals' goals with business priorities and coaching effectively, but also differentiating compensation across levels of performance) so as to generate the perception (by both employees, and managers) of a fair performance management system.

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