

Editorial: Managing change by changing management: Facing the challenge of making management more adaptable, innovative, inspiring, and accountable

As we all know, making change (organizational, operational, commercial) happen is not an easy matter because it depends on how receptive the organizational environment is to this idea of change as a two-way process, considering the degree to which forces in the task and general environments change and evolve over time, and the organization develops the skills and knowledge necessary to deal with these environmental changes while competing and cooperating according to the tone of the organizational culture (organizational structure, employment relationship, characteristics of organizational members, organizational ethics), and re-imaging and re-innovating on the basis of the managerial actions impact, knowing that the best transformation is only through an improved understanding of how people interpret their environment and choose to act, bridging the gap between top management and the whole organization by building hope and conviction. We expressed our opinion concerning the importance of the quality of team relations, as well as the quality of the network in initiating partnerships, along with establishing a fluid and flexible process for planning sequential stages, of a supportive organizational culture that goes beyond just the aggregation of the three components of the holistic marketing management and finds alternatives to the current bureaucratic and disempowering management practices so as to adequately managing the probability to capitalize on the opportunity to satisfy the customers and transforming them in team members. And here there is a direct connection with some ideas expressed in our latest Editorial, in December 2011, while considering the real pressure of quickly responding to the signs of customers' changing needs, focusing on problem-solving and strategic-marketing skills, stimulating cross-functional collaboration and a clear delineation of roles, entering into creative arrangements with outside parties, and raising the organizational barrier to engagement and avoiding the risk of being overtaken by competitors. Which also implies to well understanding the difference between being responsible (in a general sense; you can delegate it) for something and being held accountable (more measurable; you can't delegate it to anyone) if it goes wrong.

In September 2011 McKinsey Quarterly (Social technologies on the front line: The Management 2.0 M-Prize winners, Organization practice, McKinsey Quarterly, McKinsey Company, September 2011) attracted our attention on how Web 2.0 tools and technologies are changing management, thanks to the experience shared by the winners of "The Management 2.0 Challenge" (cosponsored by McKinsey, the Harvard Business Review, and the Management Innovation eXchange - MIX) winners share is a concern with ensuring that even employees on the front line can contribute to organizational strategy and innovation. According to the winners it is important to consider relevant ideas such as: sharing common resources more efficiently; making self-management work at scale; reaching consensus on complicated issues; improving global training with local expertise; taking feedback from the front line to senior managers; building a better idea market; using communities of interest to manage globally. We take note within this context of the challenge of making management more adaptable, innovative, inspiring, and accountable, finding among others the real concern with ensuring that even employees on the front line can contribute to organizational strategy and innovation.

It is worth remembering that in our first Editorial we showed that according to Gary Hamel's Management Innovation eXchange (MIX, an open innovation project aimed at reinventing management for the 21st century), organizations must be adaptable, innovative, inspiring and socially accountable in order to thrive in the 21st century, being necessary to find alternatives to the current bureaucratic and disempowering management practices. And considering Peter Drucker's

words - “Unless commitment is made, there are only promises and hopes; but no plans” - in order to set up rigorous plans and carry them out step by step, it is necessary both: to properly understand the manager’s personal development in the context of the interaction between the managerial culture, the workplace culture and the surrounding culture (along with an accelerated evolution related to the continuous pressure to develop strategies and embrace management practices able to ensure organizational effectiveness); to decide adequately which markets to target (marketing strategy), which involves a clear relationship to strategy, taking into account the company’s organizational competencies, both marketing (markets to enter, optimizing in chosen market; proper criteria) and strategy (acquiring, using/combining; proper criteria), and then choosing the adequate design (resources suited to the task; coordination, difficult both, at large firms and between firms; incentives, including relationship between incentives and coordination) and management of marketing channels (contracts used to align objectives, co-location, standardization, exclusivity).

That is why we are continuing to pledge for a clear understanding of the transformation context, and bridging the gap of the timeline and the urgency and allowing to envisioning new possibilities, encouraging emergence, conveying the message across multiple levels in the organization, exploring marketing resource management solutions and transforming holistic marketing management in a profit center. This presupposes to understand the difference between being responsible and being held accountable, and to take a disciplined approach of the specific requirements, with the whole organization in mind, with the leader at the second inner circle, with the employee at the first inner circle, and the customer at its center, moving all together to new knowledge, rediscovering our involvement in dynamically changing and ongoing process, in fact our engagement in groups, by taking into account that group dynamics are ultimately the dynamics of relating, and recognizing, re-imaging and re-innovating our direct experience within the organization.

Theodor Valentin Purcărea
Editor - in - Chief