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## **PERFORMANCE ENHANCEMENT THROUGH CREATIVE FLEXIBILITY**

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### **ABSTRACT**

*Organizations of modern era are passing through fiercely competitive battlefield scenario. The ever changing technological changes, strategic HR and performance are the most dominant factors for measuring the achievements of any organization. One has to be ahead of the fleeting competitive benchmark obtaining in the world. The wind of liberalization, privatization and globalization (LPG) has created a complex New Business Economy, which is posing an insurmountable challenge as well as cut-throat competitions all over.*

*In this view of new economic model, 'human capital' is the foundation of value creation. Various studies show that primarily a corporation's value is based on 'intangible assets', rather than 'tangible assets'. The asset that is most important is least understood and least susceptible to management. And this brings us to the threshold of watershed today.*

*For achieving the above goals, the people working in the organizations should be creative, flexible, and innovative which should finally culminate into best of their capability and performance. The organizations today need more invention than innovation. Today, in the organizations more intrapreneurs are required than simply entrepreneurs.*

*Today the National Knowledge Commission (NKC) has given recommendations for promoting innovation accounting in our education system. This will be a far-reaching impact on our economy – as innovation-driven India will enhance free flow of knowledge from vast network of technological institutes, R&D labs, etc. The balance of creative imagination should be more than the destructive imagination in this world for betterment of mankind. Globalization has shrunk the world and made it more flattened – how creatively dynamic integration of all the knowledge forces have made an impact on globally as force multiplier. Imagination is more important than knowledge.*

*In this paper, the authors have dealt upon creative flexibility, creative tension, imaginative & innovative skills which finally harness performance of people. One case-study based on Six Sigma has also been suitably presented in the paper.*

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*Keywords: Creative Flexibility, Creativity, Innovation, Alignment, Execution, System-thinking, Intrapreneur, Performance, Co-creation of value, Evolvability.*

### **Introduction**

Organizations of modern era are passing through fiercely competitive battlefield scenario. Rapid breakthrough technological changes, strategic HR and performance are the most dominant factors for achieving maximum throughput of any organization, (Pathak et al. 2006, Sushil, 2000). World is getting flatter, (Friedman, 2004), globalization has shrunk the world, through its

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### *Performance Enhancement through Creative Flexibility*

creative flexibility and dynamic knowledge network integration. Imagination, innovation and creativity have become more important than the knowledge. In simple terms flexibility can be defined as “the ability to change or react with little penalty in time, effort or cost performance”, (Sushil, 2000).

‘System thinking’ (Senge, 1999) and ‘principle of leverage’ is the bottom line of actions and changes leading to significant enduring improvements. A system basically means a set of things working together as a mechanism or network (Dictionary, Oxford, 2001). As per Senge (1999), system thinking is a conceptual framework, a body of knowledge and tools that has been developed over the past 50 years, to make the full pattern clearer, and to help us see how to change them effectively. Systems thinking also needs disciplines of building shared vision, mental models, team learning and personal mastery to realize the potential.

Kaplan & Norton (2006), also propose in their book ‘Alignment’ the four perspectives of Balanced Score Card (BSC) as: Financial, Customer, Internal Process and lastly ‘Learning & Growth’. Out of all these ‘intangible assets’ (part of learning & growth) have become a new force multiplier in business strategy- they present an opportunity, a mandate which creates synergy and much needed sustained competitive advantage. In this regards ‘organizational alignment’ - explores how the various component parts of an organization synchronise their activities to create integration and synergy. ‘Human Capital, is the foundation of ‘value –creation’ and, ‘human capital alignment’ can be achieved when employee’s goals, training and incentives become aligned to the business strategy (Kaplan & Norton, 2006). A strategy execution framework and management process model has to be evolved for organizational alignment excellence. In this regard, an organization must reinforce the ‘Change’ through incentive compensation.

For achieving these objectives the people working in these organizations should be creative, innovative/ imaginative and finally should perform to the best of their capability. The term ‘creativity’ usually refers to the ability and power to develop new ideas as well as unleash the brain power of the people. At the same time ‘innovation’ usually means the use of these ideas and the knowledge and converting them into social benefits in the form of improved products/ processes as well as services. And invention is to bring out something new or other than the existing product & services. Organizations today need more invention than innovation. We can also observe that innovation is the summation of invention and exploitation (Koontz & Wehrich, 2002; Timpe, 2005; Bellon et al. 2006)

A word about entrepreneurs and intrapreneurs. An ‘entrepreneur’ is a person who undertakes and operates a new enterprise or venture and assumes some accountability for the inherent risks (Wikipedia, 2007). As per Koontz & Heinz, (2002) entrepreneur is a person who does similar things as above but outside the organizational setting. Today outside the organizations may not be that important or relevant as doing the enterprising job. But ‘intrapreneur’ is more relevant and creative in an organization. As per management consultant Gifford Pinchot (1985), “intrapreneur is a person within a large organization who takes direct responsibility for turning a dream or an idea into a profitable finished product through assertive risk-taking & innovation.” Intrapreneurs, in reality enhance the organizational performances.

In the present paper few examples of creativity and innovation have been briefly cited and case studies of creative flexibility in line with 7-S McKinsey model as well as six sigma DFSS (Design For Six Sigma) have been deliberated upon. Organizational alignment has been dealt with briefly (Kaplan & Norton, 2006).

### **Manifestations Of Creative Flexibility**

The revolutions of knowledge free-flow, innovative, imaginative and creative flexibility performance have imparted many companies a real upshot profitable throughput. The creative flexibility centers around 'co-creation' of value-system in interaction with customer-company under 'experience environment', as well as 'evolvability of design' system of the product (Prahalad et. al, 2004). And individual-centered co-creation of value between consumers and companies opens a new approach to value creation. "Whereas 'evolvability' involves capturing learning from co-creation experiences and using it to develop experience environments that shape themselves to consumer's needs and preferences", it also caters for designing products to cope with future modifications due to its imbedded intelligence. Thus, we observe that 'creative flexibility' is more dynamic than simply flexibility. The building blocks of co-creation are - DART - Dialogue, Access, Risk-assessment and Transparency, which are self-explanatory. Herein some relevant examples have been cited below in the succeeding paragraphs.

### **Big Companies reconfiguring into small units**

As per John Naisbitt (2002), unless big companies reconfigure themselves into small fast moving units, the chance of surviving in the 21<sup>st</sup> century is very little. The trend is that now, the huge companies are breaking up into fractions of small, autonomous companies and outsourcing, delayering & downsizing for better creating flexibility.

Asea Brown Boveri (ABB) is a good example of innovative culture. It is a giant company, actually the world's largest power-engineering group. Today it has subdivided itself into 1300 companies and 5000 autonomous units. As per Jack Welch, "what we are trying relentlessly to do is to get that small company soul- and small company speed- inside our big company body" (Gibson, 2002).

### **How 3M Fosters Innovations**

One of the masters in innovation is 3M – Minnesota, Mining & Manufacturing. The organizational environment of 3M fosters creative thinking and a tolerance for new ideas (Collins & Porras, 2000; Koontz & Wehrich, 2002). In 1988, more than 30 percent of its sales came from products that were less than 5 years old. Anything that hampers innovation, e.g. excessive planning or intolerance of mistakes is eliminated. Autonomous sharing, incentives, effective action teams to promote the product and customers-relationship is always encouraged. The main products herein have been adhesives scotch tape, post-it note pads etc. 3M has created an optimum environment of entrepreneurship & intrapreneurship as well, which is its key to success.

### **Tesco**

Tesco, a large British supermarket chain functions on innovative JIT market- logistics system. The management wanted to reduce backroom storage space. It used to organize twice-a-day delivery of replenishment. Generally, it would have needed three separate trucks to deliver frozen goods, refrigerated goods and regular goods in each trip. It, instead, imaginatively designed new trucks with three compartments to carry the three types of goods (Kotler, 2003) at one go only.

Tesco has also made it possible for online delivery of grocery items to the customer (individual) by experiencing 'piggy backing' on Tesco - existing infrastructure. In this regard Tesco has to innovate an experience environment and 'co-creation of customer experience'. For example, if an item ordered online is unavailable, the store picking system suggests an alternative, and this item is placed on top of the order so the customer can easily accept/reject it upon delivery. The delivery vans are routed optimally within a two-hour window to

ensure that perishables stay as fresh as possible. Tesco is a good example of innovation that is not only efficient but also focused on the customer co-creation value and experience.

### **Malls & 'More' at Pune / Mumbai**

Very big malls – shopping complexes – have been opened at Pune like many metropolises as well as capital cities of various states in India. 'Inorbit' shopping mall is at Mumbai – bigger one. These shopping malls today have under one roof all the grocery items, clothing, gents & female dresses, sports, toys, watches, fancy goods, bags, restaurants, vegetables etc. The 'More', now have fresh vegetables, grocery items and other essential goods of daily use.

Bottom line, is that whether these 'malls', & 'More' are useful in our Indian culture or not has to be seen. These are based on western culture. Advantages are like, good staff, neat & clear environment, payment on credit card, no bargaining, variety of goods. Disadvantages in these are, at malls items are standard and costly, fixed rates (no-bargaining) sometimes non-availability of required item, and fixed timings. The shopping mall culture is all over the world, like Singapore, Hong Kong, Bangkok, other Asian countries, UK and USA. The largest mall in the USA is the mall of America (near Minneapolis) is a super-regional mall plus a seven-acre amusement park, under-water aquarium and a chapel of love, where thousands of couples have been married (Kotler, 2003).

### **General Electric Co (GEC)**

This company was taken over by CEO Jack Welch during 1981, who served 42 years in this company. GEC was taken over by him from Reg Jones. Author (Pathak, 2005) has personally met him in US (Boston) on 16 Apr 2005 in Barnes & Nobles book shop during the sale of his book 'Winning'. His main Mantra was 'over-deliver' – stretch yourself for enhancing your performance to your fullest satisfaction, whatever your remunerations are. The GEC got Six-Sigma accreditation during Jack Welch's tenure and he has brought in technological innovation, tapped the latest, latent creative power within people and continuous improvement as well as customer satisfaction. He believed in total integrity and 'brutal honesty' to the organization ( Welch, 2001; Winning, 2004). As a differentiation model, Jack Welch has suggested in his book 'Winning' a modification to Pareto Law ( 20:80 ) to **(20:70:10)** - believing more people to motivate to upper circles from middle and lower one in the organization. Pathak (2006) has suggested the ratio as (30:50:20) in his research work further as modifications to Pareto Law.

### **HCL Experience**

Hindustan Computers Limited (HCL) made its humble beginning in 1976, under the leadership of Shiv Nadar & five other technocrats. Due to his personal leadership, picking right persons, decision-making and greater flexible control over the systems. Sometimes the system pace was faster than it could be handled. The CEO Nadar showed the dynamic flexibility by exploiting opportunity and by unleashing HCL group's core-strength – its intraperneurial spirit in full force. It is observed that core competence of HCL was enhanced by practicing creative flexibility.

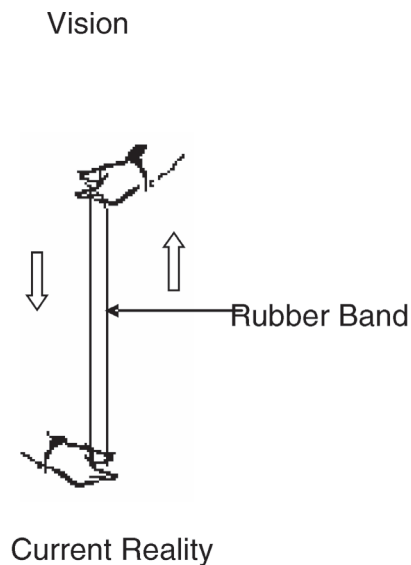
### **Opening The Door To 'Intangible Assets'**

Concentrating on 'intangible assets' as soft-skill/ soft-dimensions gives more leverage than tangible assets – which are more invisible as product/ services and can be easily quantifiable than intangible assets. Herein, briefly the 'creative tension' and 'strategic alignment' is going to be touched upon in the succeeding paragraphs.

### **Creative Tension**

As per Senge (1999) 'personal mastery' trait is a pre-requisite for executive leadership which

suggests a special level of proficiency, which is the discipline of continuous learning, clarifying and deepening/ focusing our energy and seeing reality objectively. The current reality and the gap in vision is more relevant and is source of energy (Ref. Fig.1). If there was no gap, there would be no need for any action to move forward towards the vision. This gap is the source of 'creative energy' and Senge(1999) calls this gap as 'creative tension'. This creative tension is doing the things in positive fashion and having a positive movement stress. The principle of creative tension is the central principle of personal mastery, integrating all elements of discipline. Realization of vision from the position of current reality brings in this positive feeling of 'creative tension', which takes people to unleashing their brain-power and achieve the organizational goal with enhanced upshot work-culture.



**Figure 1: Creative Tension**

### **Strategic Alignment Framework**

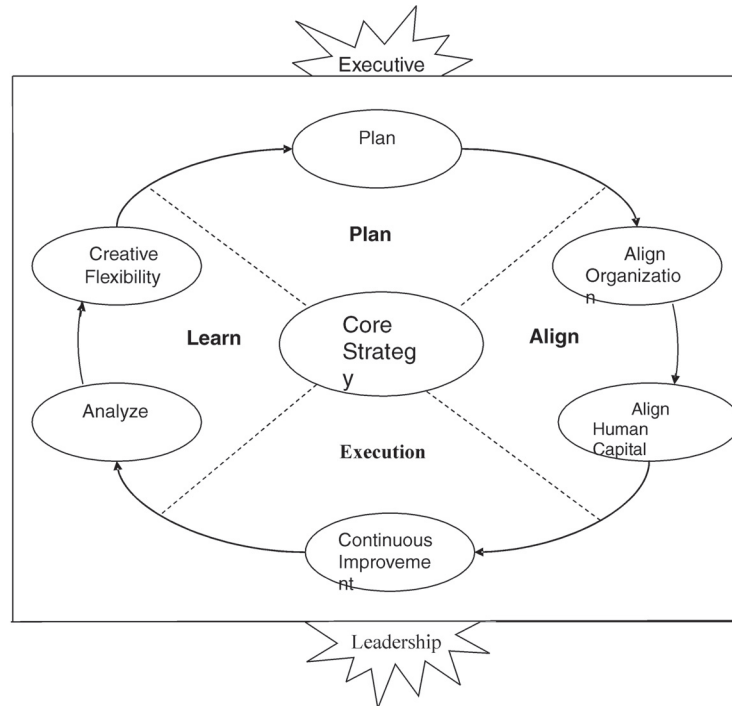
Strategy requires vision, execution and alignment. Tactics in brief is short-term plan and strategy a long-term plan. Strategy process defines where a business wants to go and the people process defines who's going to get there. Operating plans provide the path for those people, breaking long-term outputs into short term targets (Bossidy et al, 2002; de Bono,2001). For any product there is a product strategy for its full development. There are many types of visions a company follow, but 'Core Strategic Vision' (CSV) is of prime importance. A CSV provides the destination and the general direction from where we currently stand. A good CSV must ask three questions for its completeness (McGrath, 2001) as under:

- Where do we want to go?
- How will we get there?
- Why we will be successful?

The alignment process of the organization centres around critical intangible assets : people, technology, culture and leadership. The Strategy Execution framework basing on Deming Cycle Plan-Do-Check-Act has four components (Fig.2)

*Performance Enhancement through Creative Flexibility*

- Strategic Fit,
- Human Capital alignment,
- Organizational alignment, and
- Alignment of Planning & Control systems.



**Figure 2: Strategic Execution Alignment Framework**

Strategic Fit, is a concept that refers to the internal consistency of the activities that implement the differentiating components of the strategy. Herein, the network of internal performance drivers should be consistent and aligned with the desired customer and financial outcomes.

**Discipline of Execution**

No company can deliver on its commitments or adapt well to change unless all leaders practice the discipline of execution at all levels. One has to know that the plan is scattered or sharply focused and how strong is the organizational capability to execute the strategy. And finally choosing of right ideas, linkages with people and various operations are clear-cut or not with the effective group or teams matters. There are possibly seven essential dimensions of people that form the building blocks of execution (Bossidy et. al, 2004):

- Know your people and your business,
- Insist on ground reality,
- Set clear goals and priorities,
- Follow through,
- Incentives/ compensation to the doer,

- Unleash people's capabilities, and
- Know yourself.

Leaders-rather executive leaders have to be there to know their people's minds and actions. The proper communication of the action plans and its execution will only lead to the higher performance of the organizations.

### **Seven Steps To Organizational Excellence**

Many articles and books have been written on how organizations can be transformed into excellence by managing change and unleashing brain-power of the 'human capital'. One of the most wide spread accepted model which has gained utmost importance is the classic 7S Model of McKinsey & Company over two decades back in this regards.

The 7-S McKinsey model is value-based management (VBM) model, which is holistically & effectively organize a company into a productive enterprise. Briefly, the various, seven dimensions, describe the following (McKinsey 7S Framework, 2007, & Waterman et. al, Business Horizons, June 1980).

- **Strategy** : It primarily deals with planning of firms scarce resources, over time, to reach the desired goals.
- **Structure** : This is the way the organization's unit relate to each other- functional aspects, top-down, centralized, decentralized, matrix, network, etc.
- **Systems** : It refers to administrative procedures, routines, financial performance appraisal system, hiring, information system etc.
- **Staff** : It is the numbers, levels and types of personnel employed in the organization.
- **Style** : Management and cultural styles of the organization for achieving the organization's goals.
- **Skills** : This is the distinctive capabilities of the key personnel or of the core competence of the organization as a whole.
- **Shared Values** : The central beliefs and attitudes i.e. shared values is central and interconnecting to McKinsey's model.

As we observe, strategy, systems and structure are the "hard" dimensions, while remaining four are the "soft" dimensions. The underlying message by the 7-S model is that high-performance organizations are primarily distinguished by the amount of attention devoted to the soft "S's", and shared values at the central/ nodal place. Earlier as we have seen that soft 'S' is nothing but the intangible assets i.e. the 'human capital' and its synergetic alignment that can only result into organizational throughput and excellence. While the 7-S McKinsey model provides a useful checklist of various organizational issues that drive to excellence, it appears to fall short of articulating how the dimensions relate to each other and how they can be organized into a logical set of processes.

Herein, a model being developed for organizational excellence adopted on the basis and ideas from 7-S McKinsey model but it goes beyond in offering a checklist of dimensions explaining about organizational performance. The dimensions in the present model logically relates to processes that flow from central 'Core Strategic Vision' (CSV), weaving around strategy, 'creative flexibility' and 'motivational alignment' of the personnel and organization finally culminating into 'discipline of execution'. The modified 7-Process model constitute the following (Model named as Creative Flexibility Organizational Transformation – CFOT Model) :

- **Strategy**: Long term planning embracing cultural change, creating a sense of urgency and competitive advantages of the products/ services/ processes.

*Performance Enhancement through Creative Flexibility*

- **Creative Flexibility:** This enables the leaders to cope with the change, experiential learning, co-creation of value between consumers/ customers & companies and evolvability design (Prahalad et. al, 2004). It is one of the vital dimensions to control other processes. 'Evolvability' of design enables future modifications and mid-course corrections/ extensions as per user's changing needs – it means the product should have adequate imbedded intelligence for catering for the changes.
- **Motivational System:** It should create compensation system and promote cultural acceptance of change as well as culture of sharing. It should also promote team building and executing task with sense of urgency.
- **Skilling:** This includes educating people, provides learning environment, starts new business practices as well as overcome 'fear of unknown' and resistance to change.
- **Discipline of Execution:** This deals with primarily aligning 'human capital' linking people with their capabilities and clear cut goals with unleashing their brain-power for achieving organizational excellence. Executive leaders have to work under experience environment under total commitment.
- **Staffing:** Recruiting appropriate talents, leaders and skilled personnel, for achieving goals with their core competence.
- **Organizational Alignment:** In the era of e-business, after aligning 'human capital' and critical intangible assets a proper strategic execution framework and a functional network (criss-cross or up-down or diagonal or matrix) is to be devised. Centralization, decentralization and empowerment can be tried out. Also, alignment of planning and control systems help in synergizing the organizational performance as well as competitive advantages.

The Creative Flexibility Organizational Transformation (CFOT) model is depicted schematically at Fig. 5, with broad bullet or thrust points cited therein. It can be very clearly observed that, this model is more creative than the traditional model of 7S McKinsey model. The present model maximizes creative flexibility and speed, it unleashes the brain-power of the people of the organizations and uses extensively their co-creation of values as well fosters an experience environment. The model also ushers in more creative imagination inputs; uses 'evolvability' and extensive sharing of knowledge inside the company. Personal mastery i.e. discipline of continuous improvement and focusing on reality objectively, and system-thinking help immensely in coping/ managing the desired changes in the organization.



**Figure 5: The Creative Flexibility Organizational Transformation (CFOT) Model**

**Design for Six-Sigma (DFSS) – A Case Study**

Six-Sigma is a management philosophy that attempts to improve upon customer satisfaction and performance to almost near perfection (Ecke, 2001). The objective of Six-Sigma is to drive process improvements by focusing defect elimination, and further improving upon products/ services that results in a very small number of defects. Six-Sigma as per its norms equals to 3.4 defects parts per million opportunities (ppmo).

Design for Six Sigma (DFSS) is such a tool and systemic approach using various techniques training and measurements to enable design of products/ services/ processes to meet customer’s expectations to Six Sigma quality levels (Brue, 2005). George Ecke (2001) has suggested three Critical Success Factors (CSFs) for improvement of performance [Refer eqn (1)]. These factors are Strategic component, tactical component and cultural component. As is observed the cultural acceptance of change is the most dominant critical factor. Pathak et. al. (2006) has also described that as a case study. A case-study of Imperial College of Engineering & Research, Pune (ICOER) has been discussed below. Performance evaluation has been done as per Table I and results also presented at Fig. 3 & 4, subsequently.

Performance evaluation of the ICOER institution has been studied as a case study and a case study with data has been suitably presented in the succeeding paragraphs. A simple but powerful formula has been given below for performance evaluation in eqn. (1) for focusing on the third component of six sigma i.e. ‘Cultural acceptance of change’

$$E = Q \times A \dots\dots\dots(1)$$

Where, E = Performance evaluation

Q = Quality, refers to strategic and tactical elements of six sigma initiative

A = Cultural acceptance of change

A high quality (Q), element is not enough to ensure success without ‘Cultural acceptance’, the change effort might begin with initial enthusiasm and excitement but may fizzle out quickly. The above eqn. (1) is multiplication, and E can be calculated by this eqn. (1) to find the result by interpretation depicted at Table I as under. The performance mapping of personnel in the ICOER is attached at Performa at Appendix ‘A’. The performance evaluation data & its calculation has been tabulated at Appendix ‘B’ at Table II.

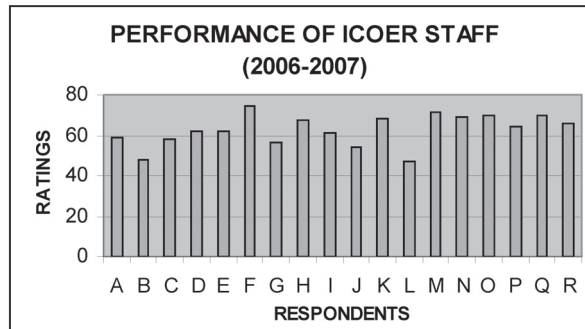
**Table 1: Performance evaluation: Six Sigma Approach**

Q x A Score	Result
0-20	Wasted efforts and money on six sigma
21-40	Some tactical result appear, but initiative may likely die down
41-60	Significant tactical results achieved, initiative will focus on projects for the life of six sigma
61-80	Cultural transformation takes place, but requires reviewing for survival/staying
81-100	Cultural transformation takes place, - a world-class six sigma organization has emerged

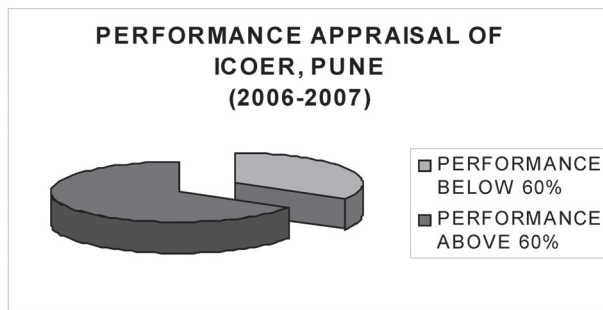
*Performance Enhancement through Creative Flexibility*

If the value of E is measured as per the above table and is answered 60 percent then Cultural transformation takes place, but requires reviewing and only after 80 percent of E value, the transformation of an organization takes place,- a world-class six sigma organization comes to stay. At around 40 percent, only cultural transformation visibility starts, which requires lot of initiative to be taken, otherwise it will die down.

Herein, average performance of ICOER is around 67% which is quite satisfactory and should be improved with more Cultural acceptance of change.



**Figure 3: Performance of ICOER Staff**



**Figure 4: Performance Appraisal of ICOER as Pie Chart**

**Leveraging Performance Mapping Through Strategic Alignment**

Alignment is identified as an explicit part of the management process. Executing strategy requires leveraging highest level of integration and team-work among organizational units and processes. Right from aligning the human capital to linking to strategy essentially means aligning all units, processes and systems of the organization (Kaplan et. al, 2006).

In the present e-business era, flattening of the world (global village concept), and product-customer focus is gaining more importance on the experiential environment obtaining in the organization. The emotional indulgence in work-culture, culminating into the passionate work-culture brings in more synergy and throughput to performance driver. The word 'passion' requires defining. Pathak et. al. (2006) has defined passion as 'non-stop fire within', which is nothing but a strong desire to do a thing undeterred from within – within our own fibers, putting the heart & soul into the work. Passionate work-culture, decidedly, brings in organizational excellence by ensuring highest performance measures.

The creative and innovative examples presented in this paper are in true sense, the story of creative flexibility. The modern management looks for more innovative approaches to cope with the new emerging challenges.

Strategy alone is inadequate in itself unless we have strategic vision & strategic thinking. Product-strategy is not tactical, it is strategic. As observed earlier, tactics is short term planning, specific and concrete whereas, strategy concerns with overall plan – long term and general in nature. Product -strategy, innovation-strategy, expansion strategy, product-line, price-strategy are all specific. Again, we observe that product-platform strategy is the foundation of product-strategy, especially in high-technology companies, which have multiple-products related to common technology and core competence as well.

Alignment of human capital is more important for achieving organizational excellence. Technological core competence is generally used by companies to achieve sustainable vectors of differentiation. Alignment of planning and control systems and finally organizational alignment is essential for achieving enhanced performance throughout of the organizations.

The integration of human alignment, the various processes & strategy of the organizations are vital for organizational throughput. Human capital alignment is achieved when employees goals, training and incentives become aligned with business strategy. The human capital alignment process must gain the commitment of all the employees to the successful implementation of strategy. The best performing companies are both 'intrinsic motivation' -i.e. an activity for own satisfaction and 'extrinsic motivation' - i.e. external rewards or to avoid negative consequences (McGrath, 2001). Also, what you measure is what you get – what you reward is what you get. But not aligning measurements and rewards, we often get what we were not looking for – and this is suicidal.

Communication by leaders is critical. New information, ideas and actions, aligned with the organizational objectives, emanating from the organization's front lines and back offices are of vital importance. As per Drucker (2002), a simple core competence can do wonders and will lead to innovative performance. 'Systematic innovation' is the policy of executive leader who makes the entire organization to see 'change as an opportunity'. Aim should be to focus on opportunities.

The account of creative imagination has to be more than destructive imagination at all the given cross-section of time. One has to be 'intrapreneur' than simply 'entrepreneur' to do innovative work. If every individual satisfies himself by doing his best effort, the organization will march towards prosperity.

Creative flexibility is the key and buzz word to successfully manage change. An innovative design involves, evolvability, extensibility and linking to co-creation of experience. Once experience environment is set up in an organization, the people and the organization become vibrant. Thus a new game of business emerges by leveraging islands of core competencies with available resources. The various case-studies cited in the paper are the example of innovative exploitation. Creative tension and harnessing intangible assets and the soft skills effectively brings in a harmonious team.

Finally a word about integration. Strategic integration, is a cross-functional strategic planning process, which with the Core Strategic Vision (CSV), determines the overall direction, focusing on the 'vital few' long-term initiatives and allocating the scarce resources for achieving organizational excellence. Integration ultimately closes loose links in the system and strategic gaps and leverages key performance drivers into a High Performance Work System (HPWS).

## Concluding Remarks

Today the organizations are passing through breakthrough technological changes and fiercely competitive battlefield environment. As a new economic model ripples through the old model of economy, a new science of vibrant management is needed. The human capital value creation and other essential intangible assets, are to be focused for measurement of human resource strategies. Knowledge workers and free flow of knowledge network has ushered in upheaval and cut-throat competition in the present day business scenario.

The people working in the organizations should adopt 'creative flexibility', innovative and imaginative means, evolvability of designs, co-creation of value system etc. for being ahead of the fleeting competitive benchmark obtaining in the world. Globalization has shrunk the world and made world flat. One has to have more balance of creative imagination to his account than destructive imagination. Committed workers and discipline of execution has become more relevant in the present day scenario.

Balanced Score Card, alignment, strategic thinking, alignment of human capital and organization boost the drivers of high-performance to higher crescendo of work-culture (Becker et. al, 2001). Finally strategic integration of system, core competence of people by unleashing their brain-power, executive leadership, strategy-based execution framework and intrapreneur nature of people will leverage the performance to organizational excellence. Passionate work-culture & creative tension are inherent and inbuilt in this process.

Some innovative examples and case studies have been briefly discussed in the text. The culture of small companies in a big company is creeping in today for better, speedy and dynamic performance and throughput. In this regards cases of ABB, 3M, Tesco, Indian Malls, GEC & HCL have been suitably cited. 7-S McKinsey Organizational model has been adopted and modified to CFOT model for present day scenario for higher performance drivers. In the last a case-study of ICOER, performance mapping output has been studied and discussed in the paper. Bottom-line of the examples of Tesco, Malls and other case studies depends upon case to case & merit to merit and has to be examined as per Indian Working Culture and the psychology of the people.

The present paper may open up new avenues, for further research work on the much needed dynamic organizational work-culture, organizational strategic alignment and creatively transforming the organizations into passionate organizations.

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*Performance Enhancement through Creative Flexibility*

**Appendix ‘A’**

Performa used for Performance Mapping of Teaching Staff of Imperial College of Engineering & Research.

Sr.No.	Description	Scale of 0-10
1	Existing/ enhancement of infrastructural facilities of ICOER	
2	Academic Centered Strategy	
3	Compensation to Teaching Staff :Adequate	
4	Availability of Teaching Aids, Audio Visual Aids, etc.	
5	Enhancement on training/ teaching/ learning/ education	
6	Value based work culture	
7	Employee Satisfaction	
8	Feedback on welfare activities	
9	Interpersonal/ Shared Values/ Team Building, etc	
10	Event Management/ Organization	

Calculations:  $E = Q \times A$

Where,

E = Performance

Q = Quality of Work culture

A = Acceptance

**Appendix ‘B’**

**Table 2: Response of IOCER Teaching Staff**

Points	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	A	Q	E
1	9	8	9	9	8	9	8	10	10	7	9	6	10	10	10	8	9	9	8.8	80	70
2	8	7	5	4	8	10	8	10	5	7	9	7	9	8	10	8	10	9	7.7	80	62
3	9	7	6	8	8	10	9	9	9	8	10	7	9	9	8	8	9	9	8.4	80	67
4	10	6	10	10	7	9	8	8	10	6	10	7	10	9	9	8	10	8	8.6	80	69
5	4	6	5	7	8	8	6	8	4	7	5	4	8	8	8	8	9	7	6.5	80	52
6	6	6	6	8	9	10	7	7	7	8	8	4	8	8	9	8	8	8	7.4	80	60
7	7	7	7	9	8	9	7	8	8	6	9	6	9	8	8	8	8	7	7.8	80	62
8	5	5	8	8	7	8	5	8	6	6	5	4	9	9	8	8	8	8	6.8	80	55
9	7	4	7	8	7	10	6	7	8	6	10	7	9	9	8	8	7	8	7.6	80	61
10	9	4	10	6	7	10	7	9	9	7	10	7	8	8	9	8	9	9	8	80	64
A=	74	60	73	77	77	93	71	84	76	68	85	59	89	86	87	80	87	82	77		
E=	59.2	48	58.4	62	61.6	74.4	57	67.2	60.8	54.4	68	47	71	68.8	69.6	64	69.6	65.6	62		
Avg.	62																				

E = Performance evaluation/ ratings

=  $Q \times A$

Respondents = a to r