Chapter 8
Banding Organization, Management, and Leadership Theories to Identify Managerial Strategies

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ABSTRACT

This chapter considers the lack of knowledge by both non-profit and for-profit organizations in building business models and developing global managerial strategies; as well as, considers the need for organizations to understand open transformation of organizational structure with an autonomous mindset of each stakeholder and unification of the organizational system. The focus of perspectives points to what is needed to understand behavior stemming from the culture of the organization and what it takes to structure or restructure its culture to fit with the 21st century's demands and growing global perspectives. Explanations are given as to how some theories and disciplines need to band together to bring out deeper meanings of phenomena to address managerial and leadership strategies. There are six figures and one table highlighting developmental processes of successful organizational systems. These will be used as roadmaps in developing on-going constructs to navigate assessments, training, and transformation processes of an organization.

INTRODUCTION

This chapter brings awareness to leaders concerning unified concepts of management, leadership, and adaptability of change or new mindsets for developing modeled global-friendly non-profit and for-profit organizations. An organization's behavior relates to organizational cultural norms. Leaders/owners who realize their cultural norms are not working in their favor may look for ways to adapt to change. The 21st century brings concepts of diversification and unity among stakeholders, with a global perspective implying that leaders must exercise visions of open transformation, prosperity, and unity for sake of

peace and a healthier organizational environment. The discipline of the organization does not matter (i.e., psychology, sociology, medical, political, family system, education, nutrition, etc.).

A "make or break me" phenomenon exists for organizations in the 21st century. This means that technology is forcing our hands in competition and existence. For instance, when one must fill out an employment application, they must do it online. If one's computer skills or economic situations are not up to par, it will have a negative impact in moving from point A to point B. Some organizations may be slow in entering the reality of ongoing transformation of the world that navigates through time and space. Most organizations have outdated management and leadership systems suffering from deteriorating false and old structures. This could stem from an unwillingness, not knowing how, or not understanding what leadership and management competencies are needed to be able to change or bend with the ages of time. Through the investigation and analysis of an organizational unit's behavior, organizational scholars can present managerial strategies that consider the deeper meaning of the causes that stifle growth and change. Business and management strategies are needed in every aspect of for-profit and non-profit business operational procedures of accountability.

Several theories (cultural leadership theory, implicit leadership theory, double ABCX theory, organizational system theory) are discussed in order to explore the concept of how one understands the deeper meanings in the behavior of societal organizations. The author attempts to explain factors that connect thoughts and behaviors in one's individual and group actions. An organization can increase understanding of reasoning to operate in unity and have a global mindset with knowledge of reality of working mechanism that can spearhead ethical organizations. Globalization is not a new concept to spiritual truth and unity. However, misdirection and selfish leadership ethics have made society weak when making organizational changes to benefit stakeholders.

The goal of this chapter is to awaken the power within non-profit organizational leaders to critically think in unity of the functions of social business development, acknowledging spirituality connection in everyone and everything, whether individually or as an organization. Many people have heard of "putting the cart before the horse" as in this case "putting the actions and reactions before the known factors." In order to be innovative, generate new knowledge, or adapt a new mindset, true factors are needed to gain true actions and reactions. To strengthen the chapter's delivery and understanding of its goal, a guide with factors supporting critical thinking and stabilization of a new mindset and change is developed and presented that may help all types of business and social organizations.

BACKGROUND

Managerial strategies are essential to growth, change, and development of a new mindset for the adaptability of ongoing economic advancement for both non-profit and for-profit organizations. For decades, managerial strategies focused on the analysis of a for-profit organization's strengths, weaknesses, opportunities, and threats (SWOTs). Non-profit organizations are known to mimic these types of strategic concepts, although they are proven to be ineffective (Alexander, 2000; Eisenberg, 1997; Kong, 2008); but, why ineffective? Once SWOTs are discovered, what should be done next? Managerial strategies are on-going and must consider the next step to maintain strength, improve weakness, take advantages of opportunities, and diminish the threats. Organizations not knowing what to do after finding SWOTs appears to have a direct cause of ineffectiveness. According to Eisenberg (1997: 334), much of the non-profit world has adopted some of the worst, not best, practices of corporations.

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