Managing the Business

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Learning Organization

Adaptive Enterprise

A Real Options Strategy

Highly Reliable Organizations

Cultural Change

Sustainable Organization

Balanced Scorecard

?
Process  Information

Business System

People
Seven keys to optimizing your workforce in a globally integrated world

- Understand the demographics and capabilities of the workforce
- Predict future labor supply and demand
- Utilize social networks to increase the visibility and application of knowledge across the organization
- Facilitate collaboration across traditional organizational boundaries
- Enable individuals to perform work regardless of location
- Drive the rapid development of skills and capabilities to meet changing business conditions
- Evaluate employee performance and provide appropriate feedback
**Dimensions of Culture**
- Assertiveness
- Future Orientation
- Gender Differentiation
- Uncertainty Avoidance
- Power Distance
- Institutional Emphasis on Collectivism versus Individualism
- In-Group Collectivism
- Performance Orientation
- Humane Orientation

**Cultural Groups**
- Anglo
- Arab
- Confucian
- East Europe
- Germanic
- Indigenous Africa
- Latin America
- Latin Europe
- Nordic
- South Asia

Financial

Customer

Internal

Learning and Innovation

Behavior

6/22/2010  2008 Conference on Cutting Edge Issues in Shipping
Significance of the Change

Unpredictable High-Velocity Change

Management Frontier

Systems Complexity

Unpredictable High-Velocity Change
Innovation - Status Quo

Integration - Standards

Different Views of Ethics - Different Cultures
Business Drivers: Socio-Political Economic

This is perhaps, at the moment, the most significant of the external business drivers. The growing divide between the social classes as measured in cultural, religious, and economic terms; the shift in the flow of power between the nation-state and powerful para-national and stateless organizations; the consequent and sometimes random search for authority and control on the part of governments create complexity and challenges difficult to see, understand, and analyze.

1. Learning Organization

In a rapidly changing world the ability to learn is a necessary prerequisite to becoming an adaptive enterprise. This is perhaps best represented by SDL (see Figure 15 SDL on page 16). Where one implements probes in order to sense change in key parameters and the system necessary to interpret the data becomes of paramount importance.

The Safe Freight Initiative (SFI) is an example of one portion of the capability required that will enable a learning organization. SFI mandates 100 percent scanning of all container destined to the US at the foreign port of origin, secure ring (also known as "PHE"), and data mining (Global Trade Exchange). This will help US Customs and perhaps the global intermodal freight transportation community, but it is clearly not all a firm needs to become a learning organization.
Gain in Value

Loss in Value

High Readiness

Low Readiness

High Risk

Low Risk
Being first means being first to dream, to dare, and to do.

To do not is to risk irrelevance.
A copy of this paper will be found at