

DESIGN *Your* FUTURE GROWTH AND EFFECTIVENESS®



The Zinjanthropic Adaptability Model®

A Cross-Cultural Decision Making Approach to Individuals Self -Leadership and Self Management
When Driving Your Individual Growth and Effectiveness Achievement.

This is in particular:-

- First, during knowledge sharing process for strategy, policies (legislation, regulations, standards, etc.) , projects and programme design, development and execution as well as in the knowledge sharing process for the design, development and delivery of services, products and solutions.
- Secondly, during knowledge sharing process in Leading for Growth and Managing Performance, Accountability, Governance, Compliance and Risk measures and behaviors.

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Evin School of Management

THE DESIGN YOUR FUTURE GROWTH AND EFFECTIVENESS INITIATIVE:

It is widely acknowledged that we live in a globally influenced volatile, uncertain, complex and ambiguous, cross-cultured and knowledge based economic context. Growth and effectiveness initiatives in organisations and institutions is undertaken through strategic alliances and reciprocal arrangements which are governed by intellectual capital (human capital, structural capital and social capital) in hybrid structures, forms by self-independent teams of knowledge workers in non kinship relationships which are not centrally controlled. These 21st century paradigm shifts on social cultural value systems (eg automatic/survival, tribalistic, egocentricity, conformistic, manipulative, sociocentric, and existential Graves,1977) suggests for the need of a different levels of cooperation and mechanisms of coordination from those of the past.

The Design Your Future Growth and Effectiveness initiative is a **A Cross-Cultural Decision Making Approach to Individuals Self -Leadership and Self Management** which uses Knowledge creativity, Moral Values and Cultural behaviours as instrumental values or Core Shared Values in driving growth and effectiveness achievement at triple dimensions of growth and effectiveness : ensuring the individual knowledge workers experience work meaning or meaning of work while also achieving organisation and institution's performance, profitability, innovation, sustainability and adaptability as well as achieve the overall community social impact and well-being.

The followings are the Four Knowledge , Value and Behaviour Based Principles for Growth and Effectiveness based on **The Zinjanthropic Adaptability Model**® .

The Growth Knowledge Creativity:-

- i. The level of growth and effectiveness achieved depends on the fairly rewards derived from the recognition of Products, services and solution which are provided and the position ranking (market share) by the community.
- ii. The level of individuals and organisations recognitions and position ranking depends on the contribution, influence and impact of their Products, services and solution (value offerings useful value in solving existing problems) by community.
- iii. Sustainable growth and effectiveness to individuals, organisations and the overall communities will be achieved only when Knowledge, skills and ideas are purified and filtered through moral values before they are made useful in creating (design, development and provision) of Products, services and solution.
- iv. Knowledge will be valued as the basic foundations for driving growth and effectiveness to individuals, organisations and the overall communities only when is effectively used for creating (design, development and provision) of Products, services and solution.

The Growth Values:-

- i. The growth and effectiveness orientations by individuals and organisations is intrinsic to their Personal values and societal values
- ii. Cultural values systems must embed moral values (ethics) and competence values (creativity) are fundamental in driving growth and effectiveness.
- iii. Shared community (organisation/corporate shared values) value systems must align towards Moral values (ethics) and competence values (creativity).
- iv. Moral values (ethics) and competence values (creativity) are the only key fundamental in driving growth and effectiveness.

The Growth Behaviors:-

- i. Commitment, trust, goal oriented,
- ii. Courage, daring, energetic, tolerance , persistence, brevity, heroic,
- iii. Adventuring ,Volunteering , entrepreneurship, risk taking, flexibility,
- iv. Creativity, imaginative, thinking strategically, Innovativeness,

From a Multi Level and Value Based Decision Making perspectives:-

•This framework draws from evolutionary psychology which acknowledges on the role of Knowledge (episteme, techne, and phronesis) in creating the future (through inspiring creativity, insights, sense making, envisioning, critical thinking, intuition and strategy) during the knowledge sharing process and creation in strategy, policy, projects and programme design, development and delivery of services, products and solutions that solve existing problems (Nonaka and Takeuchi, 1995).

•This framework is both a Self-leadership and Self -Management approach which seek to uncover how the existence of different social cultural value systems (Graves,1977) impacts on knowledge creation, sharing and application through morality. As a result of having conflicting End Values and Pathway in the Mind Or Core-Value between Self and Others during growth and effectiveness achievement decision making processes, this framework suggests for refining, purifying and filtering knowledge through integrated Knowledge, Values and Cultural based maturity measures - Edger Schein call these as culture islands which signifies defined and accepted Core Shared Values.

• This framework it also acknowledges on the role of Reciprocal Altruism (Trivers, 1971) and Competitive Altruism (Van Vugt, Ahuja and Price 2010) in decision making which is translated as Umoja in Kiswahili. Umoja – is an African Core Shared Value (CSV) which stands for altruism –meaning “commitment to citizenship behaviours” . From the perspectives from “ effectiveness achievement” - It defines a mechanism of cooperation which uses Knowledge Creativity, Moral Values and Cultural Behaviours as instrumental values for driving growth and effectiveness achievement at triple dimensions: individuals, organisations and the overall communities social well-being.

CROSS-CULTURAL LEADERSHIP DECISION MAKING AND ORGANISATIONAL DEVELOPMENT: ITS BACKGROUND, CONTEXT AND THE FRAMEWORK OF REFERENCE:

There was a lack of a general framework of reference, foundations and pillars which guide decision making with regards to mechanisms of cooperations and levels of cooperations for driving growth and effectiveness achievement which underpin the current context.

In order to address this gap, Maslow's developed the hierarchy of Needs (Maslow's 1943, 1970) which became a model of human psychological development that facilitates understanding of the basis of human values and the way they can change over time from birth to death. The Maslow model while it remains to be widely used as a foundations, pillar and framework of reference for the understanding of the levels of cooperation and mechanisms of cooperations, it attracted major criticism from its peers such as Dr Clare Graves who in 1970 developed a Gravesian theory of human levels of existence which later on became to be known as the Integral theory - Spiral Dynamics by his successors Cowan and Becks (1996).

During the political ideological framing process Graves (1970) as well as Cowan and Becks (1996) argued that, the human existence was unfolding and not ending as the way Maslow has suggested. This political ideological framing debate attracted more attention. For example, while Rokeach, 1973 and Schwartz 1996) argued that, value are what guide priorities and influence motivations at individual, organisational and community levels, Graves (1970) as well as Cowan and Becks (1996) suggested that, social cultural value systems are worldviews which influence and drive decisions. Meaning that, while values are what guide priorities and influence motivations, the levels of priorities and motivations are driven by social cultural value systems.

The Graves (1970) as well as Cowan and Becks (1996) argument was based on the finding that, there was constant paradigm shifts on the social cultural value systems say from the Low human existence Levels such as automatic/survival (self - serving), tribalistic (serving others- sacrifice self), egocentricity (self - serving), conformist (serving others- sacrifice self), manipulative (self - serving), sociocentric (serving others- sacrifice self). They also had Higher human existence Levels starting from existential Systemic, holistic and Self transcendence (Graves 9). For example, the Knowledge creativity, Moral Values and Social Cultural Value Behaviours Maturity analysis on the levels of priorities and motivations in terms of driving security, harmony, peace, etc achievement which the automatic/survival (self - serving) will be striving for, will be different from those which the tribalistic (serving others- sacrifice self) will be striving for. Equally, the levels of priorities and motivations in terms of achieving a sense of accomplishment, social recognition, self-respect, wisdom etc which the egocentricity (self - serving) will also be different from those which the, conformist (serving others- sacrifice self), manipulative (self - serving), sociocentric (serving others- sacrifice self) will be striving for. Individuals, organisations/institutions and communities should be striving for Higher Graves Levels.

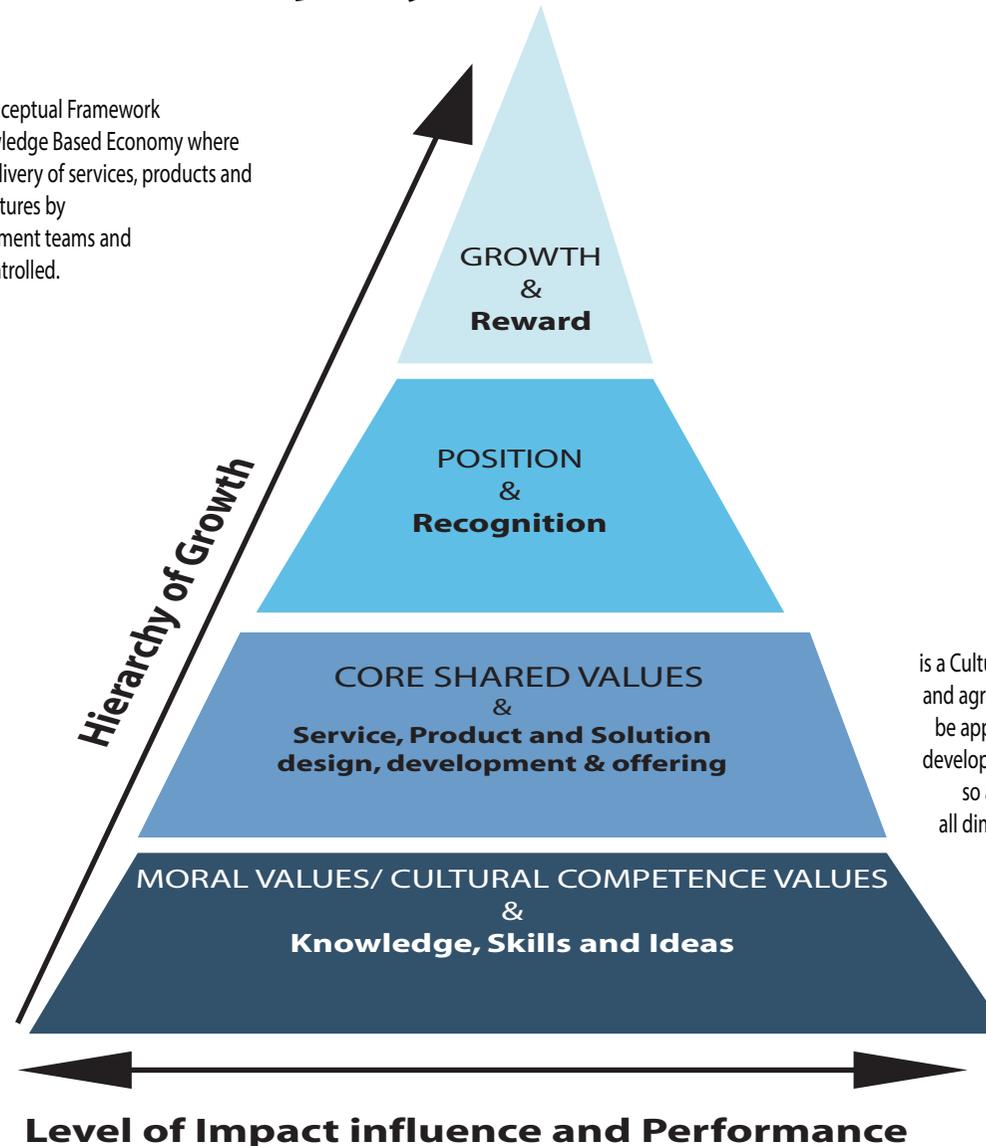
James McGregor Burn (1978) was influenced by Maslow. Maslow (1970) proposed three core motivational domains, which were: (i) Sustenance Driven needs: physiological, survival, security, and a sense of belonging; (ii) Outer-Directed needs: recognition, significance, and self - esteem; and (iii) Inner-Directed needs: self -actualization, personal growth, and transcendence. These motivational domains are what influenced James McGregor Burn (1978) to develop the transactional leadership approach and the transformational leadership approach as well as the Douglas McGregor (born 1906) theory X and theory Y.

These differences in the worldview due to the paradigm shifts on the social cultural value systems has been a major source of conflicts and class struggles because of Volatile, Uncertain, Complex, Ambiguity (VUCA) in the mechanisms of cooperations and levels of cooperations for driving growth and effectiveness achievement. It is widely acknowledged that we live in a Volatile, Uncertain, Complex, Ambiguity (VUCA) and cross-cultured and knowledge based economic context, where work in organisations and institutions as well as communities is undertaken by individual follower knowledge workers in hybrid structures, forms, and sizes of self-independent teams which are not centrally controlled, but through interdependent short term strategic alliances and cooperation agreements. This context is due to the paradigm shifts on social cultural values systems. This paradigm shifts on social cultural values systems suggest for the need of newly defined levels of cooperations and mechanisms of cooperations in driving growth and effectiveness achievement.

Higgins (1997) points that, decision makers impact followers growth and effectiveness achievement when they don't act in ethical and rational manner but through structural capital they apply controlling, directing, limiting the human capital either firstly during the design, development and delivery of services, products and solutions as well as in the strategy, policy, project and programme design, developing and execution and Secondly in Leading for Growth and Managing Performance, Accountability, Governance, Compliance and Risk Measures and Behaviours. In order to avoid Volatility, Uncertainty, Complexity, Ambiguity (VUCA) in growth and effectiveness achievement, individuals, organisations/institutions and communities in return from their personal values, organisational/institutional values as well as societal values they will in adopt either ethical/unethical strategies – in terms of promotional control strategy or preventive control strategy. These strategic decisions are critical as a way of approaching growth and avoiding uncertainties or losses due to leader's ambiguities decision making and also so as to enhance their growth and effectiveness achievement.

The Evin's Umoja Pyramid of Growth®

A Multi Level & Value Based Decision Making Conceptual Framework for a complex- highly Globalised, Cross-Cultured and Knowledge Based Economy where knowledge sharing process for design, development and delivery of services, products and solutions is performed in hybrid structures by idependent knowledge workers, self-management teams and functions which are not centrally controlled.



Core Shared Value (CSV)

is a Culture island (Edgar Schein, 2009) represents an accepted and agreed level of Knowledge, Values and Culture which can be applied by individual knowledge workers in the design, development and delivery of services, products and solutions so as to achieve desired growth and effectiveness at all dimensions of individuals, organisation and the overall communities social impact.

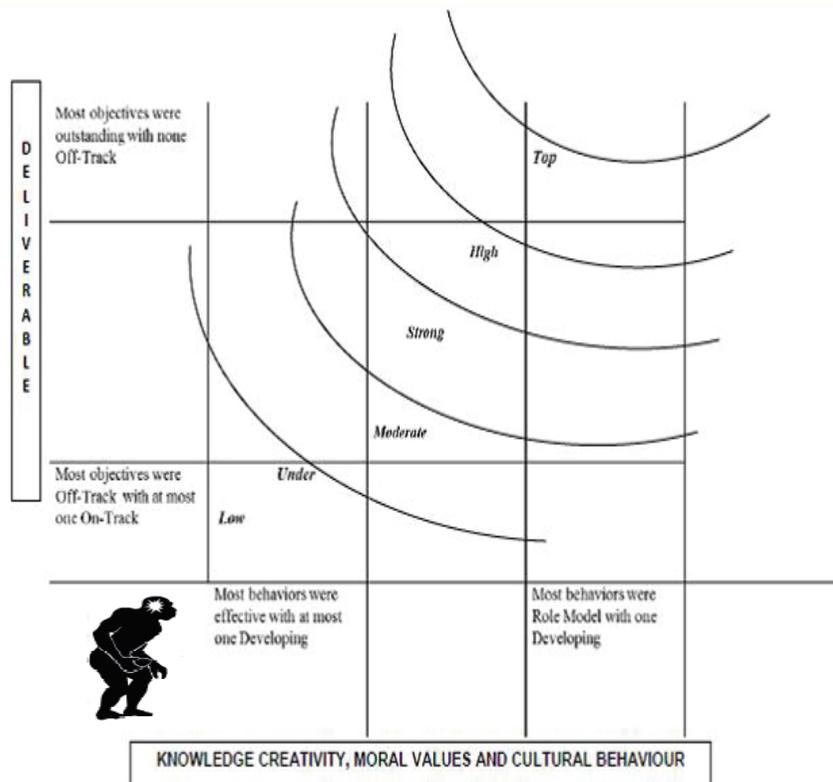
Edward Gerald Ndilanha (2010)

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The Zinjanthropic Adaptability Model®

Adaptability means-maintaining effectiveness when experiencing major political, social, economic, technological, environmental and legal changes.

Knowledge, Cultural and Value based Rating Model



Edward Gerald Ndilanha (2010)

The Zinjanthropic Adaptability Model provides a metaphor (Gadner, 2010; Woodward, 2010) on how through Self-Leadership (focusing on individual/personal growth) and through Shared-Leadership (focusing on societal goals) individuals, organisations and communities to engage into the knowledge sharing and creation process in order to “solve problems” and “serve a common good” in a specific and dynamic context.

- * Firstly, into the knowledge sharing and creation process for design, development and offering of goods, products, services and solutions •
- * Secondly, during knowledge sharing process in leading for growth and by managing performance, accountability, governance, compliance and risk measures and behaviors. .

Competence framework often offers developmental framework and a way of communicating what is important (Mintzeberg & Bolden, 2006). They focus on known and present situation rather than developing future capabilities. They underestimate the importance of context, complexities due to global competition and influences, economic turbulences as well as unpredictable circumstances which call for aesthetic and hermeneutical capabilities.

Within the Adaptability Culture (Schein, 2006), Zinjanthropus, the pre-historic creature who was discovered in Northern Tanzania at Olduvai Gorge by Dr. Leakey models the Four Essential Characters which Individuals/Organisations / institutions and communities must embed if they have to Master their Growth and adjust effectively to hybrid work structures, Processes, requirements and culture.

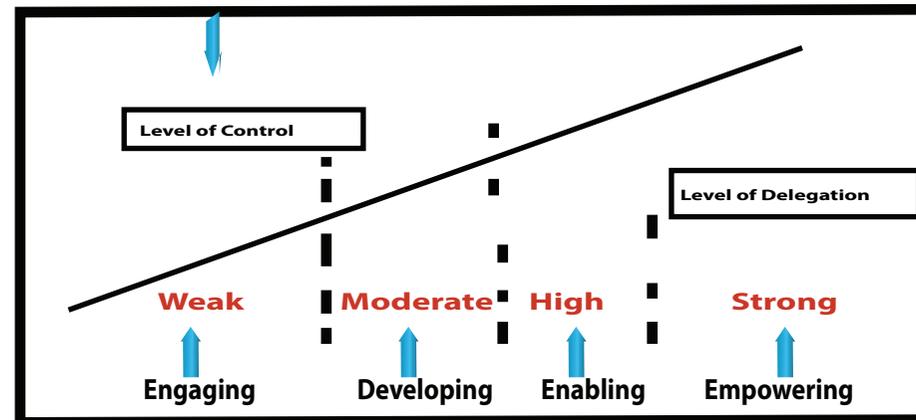
Growth and effectiveness can only be achieved when the Creative knowledge, skills and ideas has been filtered, converted and refined to become wisdom (phronesis-“prudence”, “practical wisdom”, “practical rationing”) through moral values (Nonoka & Takeushi, 2004; Elizabeth D Scott, 2000).

Moral values - Phronesis is an intellectual virtue.” It is the high-quality tacit knowledge acquired from practical experience that enables one to make prudent decisions and take action appropriate to each situation, guided by values and ethics. Phronesis is acquired through the effort to perfect one’s craft, which makes one a virtuous artisan.

Creativite knowledge-Techne roughly corresponds to technique, technology and art. It is the know-how or practical skill required to be able to create “something good”. Based on instrumental rationality, it is context-dependent, practical (tacit) knowledge. It is also known as “inspired creativity, insights, sensemaking, envisioning, intuition, strategic and critical thinking gained through high quality /life experience”.

An introvet Zinjanthropus as a result of his intelligence, agility, fighter entrepreneurial spirit and being strategist is endowed with higher level of know-how. These pre-historical era is demonstrated from the use of stone pebble tools to the invention of fire in order to solve problem around them at that time. This same fighter spirit of living above the the levels of mediocre is demonstrated by most successful business and community leader. The pre-paradigm heroic discoveries have resulted into lasting impact and sustainable growth to human kind for centuries than any other discoveries.

A Cross-Cultural Leadership Decision Making Process



Knowledge, Values and Culture (Behaviour) Maturity Analysis

Edward Gerald Ndilanha (2010)

The past leadership normative decision making framework, processes and styles (James McGregor Burn (1978) Transactional and Transformational Leadership and Bernard M Bass (1985) who developed Authentic Transformational Leadership, The Leader-Member-Exchange (LMX) theory by Graen, G. B., and Uhl-Bien, M. 1995, The Victor Vroom, Philip Yetton, and Arthur Jago (1998) normative decision making framework) can not address the current contextual challenges which requires both the Shared -Leadership constructs and Self -Leadership Constructs.

Shared -Leadership or Distributed Leadership construct draws from "Reciprocal Altruism" while the Self-Leadership construct draws from "altruism" as well as "competitive altruism" concepts (Price, M.E., and VanVugt, M, 2014). which suggest that, Recognition, Position, Rewards which drive Growth achievement is based on the "Prestige" offered by the level of Knowledge, Values and Culture (Behavior) as measured and determined firstly in the design, development and delivery of services, products and solutions as well as in the strategy, policy, project and programme design, developing and execution and Secondly in Leading for Growth and Managing Performance, Accountability, Governance, Compliance and Risk Measures and Behaviours in driving growth and effectiveness achievement at triple dimensions: achieving organisation and institution's performance, profitability, innovation, sustainability and adaptability while also ensuring the individual knowledge workers experience work meaning or meaning of work as well as enhance the overall community social impact and well-being.

Perspectives from the knowledge management (Nonaka & Takeuchi 1996 as well as Michale Polanyi) suggest that, the leadership decision making processes and the level of governance , ethics & control (by the Board, Exco and C-level) of the policies, strategy, operations, project and programme should reduces and the level of delegation increases as the Maturity levels of Knowledge, Values and Culture (Behaviour) community social impact indicators improves from the Weak Level to Moderate, High and Strong Level. The Maturity Level analysis is measured based on the demonstrated community social impact indicators such as paying respect to life, respect to properties, respect to information, respect to environment and justice, as well as respect to beliefs and norms. The Knowledge, Values and Cultural Value Systems (Behaviour) assessment at FOUR STAGES of the Pyramid of Growth hierarchies:-

1: Strategy and Planning Level: The community social impact assessment focuses on strategy and planning and from goals, objectives, visions and mission and on how individuals, institutions and communities use Knowledge, Values and Culture (behaviour) Nonaka and Takeuchi (1995) they provide for three types of knowledge: episteme, techne, and phronesis), Researchers (Schwartz, 2006; Feather 1975; Maslow's 1954 and Rokeach's 1973) suggests for different types of values to include Terminal values -end values and Instrumental values. They also suggest that values are in hierarchical format. The Gravesian theory, (Cowan and Becks, 1996) argues for the existence of social cultural value systems. Cultural Competence Value i.e cultural behaviours are driven by value systems. It is thus the value systems which drive knowledge sharing initiatives, innovations, creativity and strategic thinking elements in products, services and solution design, development and offering including the identification of how value is created, destroyed and delivered in the target segments.

2: Decision Support Level: The community social impact assessment focuses on how individuals, institutions and communities share practical knowledge, skills, ideas and capabilities . Nonaka & Takeuchi (1996) use the term phronesis to suggest what Elizabeth Scott (2002) termed moral values. They all argue that, for knowledge to be useful and produce good it must be grounded in moral values (respect to life, respect to properties, respect to information, respect to environment and justice, as well as respect to beliefs and norms). It has to shared willingly, freely and collaboratively . Key decision support initiatives require an entrepreneurial, adverturing and volunteership spirit in line with existential behaviours of job crafting, citizenship behaviour and altruism.

3: Performance Measurement Level: The community social impact assessment on performance focused on how individuals, institutions and communities through an integral approach they build trust and embed tolerance to ambiguities due to social cultural value systems and they dare to take courage in driving growth and effectiveness by integrating the three dimensions of growth and effectiveness-Individual , Institutions and Community social impact dimensions.

4: Monitoring and Control Level: The community social impact assessment focuses on multiple stakeholders goals, objectives, visions and mission including policy, strategy, project and programme in the process of its services, products and solution design, development and delivering are grounded on the Knowledge, Values and Culture (behaviour) social impacts to three dimensions of individuals, Institutions and the overall communities.

The Individual Index of Growth and Effectiveness®

The Individual Index of Effectiveness (IIE) is constructed from both Instrumental and Terminal Values and based on core ideas about how people should live and the end they should be striving for.

Area of Growth	% of Priority	Short Term Goals 0-3 years	Medium Term Goals 3-5 years	Long Term Goals 5-10 years	Remark
Personal Goals 1. 2. 3. 4. 5.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
Professional Goals 1. 2. 3. 4. 5.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
Career Goals 1. 2. 3. 4. 5.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
Organisational Goals 1. 2. 3. 4. 5.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
Community Goals 1. 2. 3. 4. 5.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				

Edward Gerald Ndilanha (2010)

How we Developed this Programme:

This programme was developed within the Management Development Programme training context with a cohort of over 1,000 participants at their junior, middle and senior level from a diverse - hybrid or cross-cultured organisations including both local and international - private, public, not for profit, and government institutions. In this ethnographic, action learning and research based programme and through constructivism grounded theory we applied social constructivism approach, the Cox four central stage model of structured reflection (Description of experience;

Reflection on action; consideration of influencing factors and learning); SECI Model of Knowledge management and the Soft System Method (using the five 5 point plan action) in order to generate both qualitative and quantitative data in form of scripts, voice, video and figures.

We subjected these initial inputs from our community of learners 3 to 6 months Work Based Project and feedback to a team of "Critical Friends" drawn from business and community leaders, industrial experts, academicians, awarding bodies etc through a participatory action research.

We considered the phenomenological and interpretative paradigm as the most relevant approach by referring to the epistemological tradition of constructivism and interpretative hermeneutics - whereby, constructivism implies that all stories or interpretations are equally valid and that no single truth or interpretation exists. We subjected our personal perspectives and grounded theory grounded from years of cross-cultural practice to validate our understanding.

To ensure transparency process of data analysis and reconstruction, data analysis and evaluation was conducted according to the five - step process of Tere Blanche, Durrheim and Kelly (Familiarisation and Immersion; Including themes; coding; Elaboration; Interpretation and checking)

About Evin School of Management

The Evin School of Management is an Independent Centre for Research on Cross-Cultural Leadership and Organisation/Institutional Development. As a registered Higher Learning Institution, Evin School of Management is an awarding body with extensive experience in the field of Management and Leadership Development. Since strated in 2006, Evin School of Management has supported the professional development achievements of managers and leaders from junior level to board members. Our commissioned assignments are from in private, public, government, politicians, for profit and not for profit institutional clients. Well over one thousand managers and leaders have improved their own performance and brought real benefits to their organisation, by taking Evin School of Management qualifications.

Information & Contacts

Edward Gerald Ndilanha is a Lead Researcher and a Senior Development Advisor with extensive experience and interest on Cross-Cultural Leadership and Organisational Development. For the past 10 years Edward has designed and developed a number of organisational and institutional development tool as well as growth and effectiveness performance measurement and assesement frameworks. These organisational and institutional resources have been widely adopted and applied by individuals and institutional clients from telecom, banking, energy, manufacturing, agribusiness and social development sectors to enhance growth and effectiveness achievements not only in terms of profitability, innovation, adaptation and sustainability to their organisations but much more to individual knowledge workers experiencing work meaning as well as increasing overall community social impact through service, products and solution design, development and delievery. Edward has been contacted by different media houses and researchers to apply his developed Meso Level & Value Based Decision Making Frameworks make expert comments and analytical views on different organisational, institutional, national and international development topics/issues. Edward conducts management and leadership development seminars, workshops, team buildings and fellowship programmes using these cross-cultural organisational and institutional development tools. He can also be invited to make key note speeches or presentation to guide staff, management, board or stakeholders policy, strategy, project and programme meeting at your convinience. You may contact Edward Gerald Ndilanha through email: edward@evinschools.com

Evin School of Management publishes and distributes Cross-Cultural Leadership and Organisational Development related research reports, briefs and special papers and maintains a comprehensive leadership portal, including various leadership and organisational development assessment tools. If you would like to be placed on our mailing list to receive project briefs, notices of forth coming events, researches and othe news, please contact Evin School of Management.