The Need for Technology to Accelerate Organisational Alignment

AKA BUSINESS AND PEOPLE ALIGNMENT

In light of the prevalent disengagement found in many organisations, technology can be a great facilitator during the process of organisational alignment, accelerating the process significantly. However, technology alone is not yet sufficiently developed to assist us with this process and cannot replace – and should not remove the human element from – the efforts needed for organisational reflection or finding the true path to outperformance. One hopes an appropriate vehicle may exist in the future, providing stronger tools at our disposal to accelerate the process. For the moment, organisations must use what is available, while seeking and welcoming new approaches, improvements, and innovations every day.

Discovering the Right Tools

The most critical factor of technology is deciding what technology to use of the many methods available. All tout themselves to be the "holy grail" of the domain with which they are concerned, though few succeed to the degree they proclaim. Although technology attempts to resolve organisational issues through new tools, it cannot provide a lasting solution by offering the same old tools dressed in a shinier package. Radical ideas and brand-new approaches are necessary, ideas that support an organisation's actively taking charge and adjusting its own policies and practices with the help of technology. To prove effective, technology needs to empower leadership and the people from within the organisation, not from without; change must come with the help of technology, not made by technology.

For example, some believe that technological solutions should adapt to the way organisations operate today; that is, find an opening to penetrate the thinking of decision makers while they are doing what they are doing. What this approach represents is simply, "You can continue doing whatever you are doing today. While you are doing that, we can change things for your organisation." Unfortunately, this concept is simply charming, and people like charming things. Although attractive, such a concept misses the point, as the following example illustrates.

The Dieting Dilemma: The charming concept may be the reason why many people with weight problems fall in love with seductive promises, despite the fact that the majority of specialised diets (whether or not they have nutritional value), fitness technology gadgets, and calorie-counting gizmos do not work because the product or service they buy has no lasting effects. What happens when dieters stop using the costly, specially prepared meals or find that counting calories or fat grams is too much of a bother (or they lose the shiny bit of technology that tracks their progress – or lack of it)? Often, to the frustration of the dieter, the lost weight finds its way back home.

The Dieting Solution: At the core of the problem, the diets and technological "supports" do not empower their users to change their lifestyle or thought process or to reach for deeper knowledge about the true effects of what they are doing to their body by continuing to eat the same way every day. The advertisements, instead, encourage dieters to buy these products and services in perpetuity in order to reach and maintain their desired weight. They do not address the emotional, physical, or psychological reasons that underlie a dieter's gain/loss cycle and why they react to events in their life as they do.

- The technology to effectively and successfully address this issue must offer an approach to support organisational-awareness.

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- **The Importance of Long-Term Benefits**

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- Whatever issue technology is created to resolve (whether dieting, fitness, or other), the lasting impact of any such product or service, after discontinued use, can only come from a deeper acknowledgement and insight that transform one's thought process and opinions – which are, incidentally, two very different things. Although one's opinions may change over time, if people implement a conscious solid process as to how they perceive and reason in their minds, that process does not change often. However, many people become the victims of their long-established thought process, similar to the concept of self-prophecy. You are, after all, what you believe you are. If a person's thought process is inefficient and ineffective, thereby derailing that individual on the most critical decisions (such as livelihood), then it is imperative to take a good look and try to improve it in order to get back on track.

We need to bring transparency to management practices, urge authenticity in people, and enable genuine human relationships to outperform

So, we need to use solutions that offer lasting, long-term benefits. The use of technology in organisational development with the purpose of outperformance, as well as compatibility among all stakeholders, is no exception. Consider this example from an employer's perspective, whereby the company is not going to find its next best talent and optimal candidate by:

- Asking tricky questions through an online survey

- Placing potential candidates into awkward situations to see how they react to a stressful environment in job interviews

- Painting a fake picture of the organisation to deceive candidates by making them believe that the company is a great place to work and they can progress in their careers, when, in fact, recruiters, personally, do not believe what they say

- Encouraging an external hiring process that is based on referrals without following up or checking (in other words, without the technology to manage such processes) how previous hires by that specific referrer might have performed historically

The Ultimate Goal

The bottom-line is simple: Management can deploy the right approaches for the right organisation in a timely manner based on technologies that bring transparency to management practices and communication, urge authenticity in people, and enable genuine human relationships within an organisation to outperform.

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