

## Adaptive organizations.

Adaptive organizations are Chameleon like organizations that are able to keep up with the Changing Environment. Adaptive Organizations avoid Unnecessary hierarchy and delegate decision making into lower levels of the Organization. Staff at the lower level are usually more closer to issue which is why more decision making authority is entrusted to them.

Under the adaptive organizations the Authority structure is decentralized.

Furthermore, the leadership of adaptive organization develops a "what if" mindset when it comes to making choices for the organization.

For example: Back in Covid-19 those organizations which were adaptive had planned in advance what to be done in the present so to face the tough times that were coming ahead.

Since many businesses expected lockdowns in Pakistan they began hoarding.

Many of the companies/organizations created backup plans.

⇒ For example: Many of the shoe shops expected this type of situation due to which they shifted a lot of their stock to their homes from where they used to sell them.

Adaptation and survival go hand in hand.

Adaptive Strategic Plan: In a rapidly changing environment for a traditional strategic planning to work out <sup>is hard</sup> since they are not flexible to adapt to change. Furthermore, traditional strategic planning operates in stages such as quarterly, annually due to which they are not effective.

LMI adaptive strategic planning model offers four steps that enables decision making and actions.

(i) Review the Environment: Reviewing the emerging environment would lead businesses to bring about all the

necessary changes required. Since businesses operate in an environment which is dynamic and everchanging they must change as per the changing environment.

By reviewing the environment, progress can be evaluated while tracking change along with it.

For example: Online education system got a great boost due to Covid-19. Many educational institutes were compelled to opt for that model because of the growing threat of disease. After Covid-19 conventional education system was restored but online education system continued so, organizations saw the rising need for that and adopted themselves as per the need.

(ii) Adjust Priorities: Environmental changes can affect an organization's priorities and strategies. Leaders should decide if the priorities are still relevant or require adjustment before proceeding to their action plan. Adjustment is one of the key differentiating factors which differentiates it from a typical strategic plan. In a

conventional strategic plan even if the original plan of action is changed/disturbed because of the environmental changes it is still followed which is contrary to the adaptive strategic plan where organization priorities are given preference and are adjusted if need arises.

(iii) Create action Plans: The next step in the LMI model is Creating Action plan. These short term plans should have a time span of no more than 90 days. Action plans are Clear and Concise, and they Contain Achievable Activities. By harnessing the Power of swift wins, leaders keep employees Engaged and motivated while Progressing towards their Strategic Priorities.

For example: Gation industries produces Preform (raw material Used in order to make plastic bottles). that is the best of its Quality available in the market. The business has decided to Enhance its Production due to increased demand. for which they have to increase their Production. They do that by establishing another Production facility. In this way we can see that they have designed action plan.

(iv) Implement: Implementation begins once action plans have been Created. In order to maintain adaptability leaders meet on monthly basis in order to ensure adaptability. Organizations can iterate the action plan often and adjust to the current and Emerging Environment.

For example: Gation industries established another Production facility to enhance their Production. However, midway they found out that some of the machines are not Producing Quality Preforms and are attracting Complains from the Customers. In this Case they have to replace those machines because delivering damaged Preform to the Customers would result in damaging their brand name.