

NEW CHALLENGES OF THE ECONOMIC ORGANIZATIONS, NEW BEHAVIOURS OF THE PEOPLE IN THE FUTURE

LATU LAZĂR

Prefecture Piatra Neamt

Abstract: The organizations will never been what they used to be. But neither the employees will be what they used to be, and in the future, we will not be able to ask them: "What do you do for a living?", which meant until today "What kind of job do you have?", but, together with moving the work outside the organization, we will ask them: "What do you do with your time?". Work has changed its meanings and its patterns. This affects our feeling of identity, our families, our roles, our whole life style changes.

The message is clear: Times change, organizations change, and we must change together with them. World changes because the organizations on the work market change their patterns. At the same time organizations themselves must adapt to a work world which is in a continuous change.

Key words: work, workplace, career, professional core, externalization, work club, work portofolio.

1. Introduction

The world known by our parents is not the world that we live in today-our world is neither a safe guide for the way in which our children will live and work.

We live in a stage, where we cannot be sure that what used to work well will also work well in the future. One thing is for sure: the institutions will not be that important. Almost all of us will spend most of our lives outside a formal organization.

The organizations will never been what they used to be. But neither the employees will be what they used to be, and in the future, we will not be able to ask them: "What do you do for a living?", which meant until today "What kind of job do you have?", but, together with moving the work outside the organization, we will ask them: "What do you do with your time?". Work has changed its meanings and its patterns. This affects our feeling of identity, our families, our roles, our whole life style changes.

The message is clear: Times change, organizations change, and we must change together with them. World changes because the organizations on the work market change their patterns. At the same time organizations themselves must adapt to a work world which is in a continuous change.

Things must change in the world around us, if we want to use the new opportunities, if we want to stop trying to keep using the yesterday answers, so to face the totally different problems from tomorrow.

It is time for a new image, for windows to be opened even when doors are slammed into our faces. We are not forced to walk the other way around to the future, stumbling and looking full of regrets towards the way things used to be-now we can turn and face this changed reality directly. In fact, it is a more certain position for the person who wants to walk forward.

At the beginning of the 21st century, less than half of the work force in the industrial world will have full time jobs, within an organization. There will be more and more independent workers, many of them with part time or temporary jobs, sometimes because they wish so, sometimes because this is the only offer available.

If less than half of the work force available works with full time jobs, it is useless to think of full time as the reference standard. It can be easily observed that the continuous change will turn into a discontinuous one, and we must start change the optic regarding “work”, “work place” and “career”.

Shaping work so that it can be adapted to our lives means most of all moving as much as possible that activity outside the organization, so that we can rather control it.

According to some assessments, a quarter of the active people will soon get to work at home. At home means something else than home. The home is only the base, that we will need to leave. There will be organizational work clubs, work centers, reunion rooms and conference centers. There will be people to meet, places to go, team projects and group topics. Moving physically the work outside the organization, means accepting it more as being ours. We will be able to control better the time and way of doing it.

Of course this is possible and wanted by more and more employees, but, together with this choice comes the responsibility. The organization becomes flexible, but it can improperly use flexibility, grinding down the external employees, requiring them stricter conditions and reducing their rewards. So the opportunity is always accompanied by hazards.

Being in an uncertain and very competitive complex environment, the organization stays competitive only if it developed its own collective intelligence and for this, disposes of a proper knowledge management.

The concept of organization based on knowledge has its origins in the 1994's-1998's and has registered so far many phases of crystallization. Few years later, the idea of organization based on knowledge is found again in 2 approaches which explain its determinism, starting either from the technological factors, or from the organizational ones, each of them also proposing specific operational solutions.

From the seats of the informative technology promoters, Holsapple and Whinston define the organization based on knowledge as: “ a collectivization of workers with concept work, interconnected by a computer substructure”. We shall present below some forms of professional activity development, both within and organized situation, and within an individual system or in reduced groups of people, forms which represent changes because of the current economic situation, both at internal and at the international level, forms which also exist today in a reduced stage of development.

2. THE CLUVER ORGANIZATION

The work world changes because the work market organizations always change. But at the same time, the organizations must adapt to a work world in a continuous change. One thing is clear-the organizations both from the private department and from the public one, have to face a harsh world-one where they are more drastically judged then before, from the point of view of their efficiency and where there are less safety screens where they can hide behind.

There are more and more organizations of smart people who do smart things, and smart people must be led in a more careful manner than back then when factories were full of “work force”.

A sign of the appearance of this new type of organization is a perceptible change in the language we use when talking about them. The new thinking regarding the organizations takes place in various ways, in the cluver type organizations, in the new various types of matches between work and worker, in the federalized organizations.

2.1. The idea of cluver

The cluver, national Irish symbol, is that plant which has three leaves connected by the same tail. The person who had the idea of cluver was Chales Handy, the great business development specialist, in order to show that

the organizations nowadays are made of three totally different groups of people, people with different expectations, led differently, paid differently and organized differently too.

1) The first leaf of the cluver represents the permanent employees, or the professional core, as this is made up of more and more qualified professionals, technicians and managers. These are essential persons for the organization. They hold together the whole range of knowlwdge which allows that organization to be different from its opposites. If loosing them, the organization risks to lose a part of itself.

They are the organization and they are expected to be dedicated to it, and to depend on it. Life from the cores of more and more companies will get to look like the one in the counselling companies, advertising agencies and partnership between specialists.

They are valuable and hard to be replaced. The organizations tight them more and more to them by “golden chains”-that is great salaries, all kinds of benefits and luxurious cars. They ask them for change to work hard and a lot, to be devoted and to be flexible. They are expected to be present where told, to be as told and as required by the organization.

In exchange, they are paid better and better. Therefore they become very expensive, their number is little and little.

2) The second leaf. If the core is so little, then who does all the work? This is externalized, that is executed based on contracts with other people from outside the organization. It is of no use paying top salaries and offer great conditions to some people whose work is not crucial for the organization.

It is more reasonable to transfer all the unessential activities, all the works which can be done by somebody else, to persons who are specialized and who should execute them better, and with lower costs.

The good manufacture companies have become almost totally assembly companies, while many service organizations are in fact brokers who make the connection between the client and the supplier, adding to this only their advice.

The backstreet stipulated by contract: is formed both of individual persons and of organizations. Though they are smaller than the main one, those organizations have their own cluver structure, their own cores and subcontractors sets. It is a world which resembles to that of the Chinese boxes put one into another. The individuals are probably specialists or technicians working on their own, many of them are ex-employees of some main organization wherein all the available functions within the core are gone or who preferred freedom given by the work on their own.

3) The third leaf of the cluver is the flexible work force, all those temporary or part time workers who represent the most rapid increasing on the occupational scene. This increasing is, in part, a function of the passing to the service field, given that a company which offers services cannot create supplies from its products, as the factories do.

The flexible work force is often considered an army to be rented, of people whom you offer little and you expect little from. The flexible work force will never show the dedication or the ambition of those from the core. They are interested in having decent conditions of payment and work, a correct treatment and a good company.

These people have jobs, not careers, therefore you cannot expect them either to get excited at the organization's victories, or to receive a part of its profit. At the same time, you cannot expect them to work hard only out of love for that organization.

This measure is economically judicious, but at the same time it makes life more difficult for those running the organizations. Instead of an effective safe work place, now there are 3, each with its type of attachment towards the organization, with different contracting terms and other expectations. Each must be led in a specific way.

Is there a fourth leaf?

There is another type of subcontracting that is worth to be talked about. That is the more and more spread practice of also forcing the client to work. The clients are not paid by the organization and therefore the 4th leaf cannot exist as part of a formal cluver structure, though it is something real.

Nowadays, we strictly take food from the shelves, while my parents used to ask the vendors for this. We take money out of the cashpoints on our own and we consider this very convenient. We fill gas in our cars on our own and punch the tube tickets on our own.

One day we may even get to see little restaurants where we shall pay for being left to cook in on our own.

The cluver organization, always existing in an embrional phase, has experienced a great prosperity lately as the organizations have started to realize that you do not need to have all people employed for doing your job. They go further and start counting the permanent costs for all people together

The new organizations need new people to lead them, people with new skills, with a different potential and other professional career profiles. The organizations will be practically forced to grab all the possible qualified people, as well as the penury of well trained and qualified young persons.

2.2. Minimal organization.

One day, those managers gathering employees to work all together, under their permanent supervision so they can yell at them whenever they want, will be aware that an office, either bigger or smaller, must not absolutely be organized as a factory, and that all that space has a price which is not justified by the comfort of yelling at the employees whenever they want.

We all want to have “**a work club**” where we can go and do things, meet other people, say hi to them, eat with them sometimes, but without being forced to work there every day.

That is if our work does not mean serving clients, like in a store, company’s receptions, schools or restaurants. Their work takes place where the clients are. What will disappear is that office with individual spaces, and together with it, a whole way of living will disappear. Many people lament for this change, and the sopiness and nostalgia will not balance much in the new business age.

At the same time we must think again about the organizational contract, the way in which we define the organization, what we expect of it and what are we willing to offer. The career will not mean ascending a hierarchical scale within the organization. At least for the fact that there won’t be more than 3 or 4 steps in an organization. People will not wait to sell 100.000 hours of their life to an organization. The job title will not define anybody for a lifetime, not even for a significant part of it.

There must take place a major change in the way we think the organizations. They must be exactly what their name means-entities which organize.

3. Work portofolios

To rediscover work in the real sense of the word, we need another word. This might be: “**portofolio**”. The portofolio, often used in the capital market area, is a collection of various elements, but a collection realized according to a certain topic.

The whole is bigger than its parts. The share portofolio has a balance in it which countersets safety and risks, long term incomes and profits, in proper ratios.

The work portofolio is a way of describing how we can combine together parts of our lives to form a balanced whole “Round People”, or people with portofolios, those kind of people who have the following answer when

asked what they do for a living: “it takes too long to list all my jobs, you’d better tell me what you are interesting in hearing”.

Sooner or later, thanks to the organization reshaping, we will all be portfolio persons. There are 5 big categories of work which can be included in a portfolio: **salary work, fee work**, (both are forms of the paid work), **household work, free work and study work** (all are unpaid works)

The definitions and differences are clear and important-the most important being the difference between the paid work and the unpaid one. The last one is exactly the part missing from the portfolio lately.

The list with the things people tell they expect from their work has remained almost the same over the years-the problem is that we always look for obtaining the whole list with a single service-and, looking back, we must not be surprised that so many people got to be disappointed.

For some people, most of them within the cluster, things will not sensitively change. On the contrary, given the fact that core work will become more and more pressing, more stressing, and with a bigger degree of involvement, the work will fill their whole portfolio up to the point of breaking with a single element.

Where will the money come from?

This is also a central problem when a portfolio is planned. The answer includes a portfolio with many things. People from the portfolio think about the money in the portfolio and not about the money from their salaries. We may consider here something from the alimony, some part time jobs, some fees to be taken or some things to be sold.

Their way of living is one dictated by the cash-flow, not by the salary, the planning must always include enough cash entries as to cover all the exits, provided that both may be more or less changeable.

Money from the portfolio is a way of thinking. People from the portfolio think in terms of barter. They exchange houses during vacations, they do baby-sitting for one another, they lend to one another the gardening tools and get, in exchange, vegetables, they mutually offer free accommodation, but they ask you to help them with the secretarial activities in the evening.

People from the portfolio know that almost all talents can be marketable, provided that you want to sell them. These marketable skills and small business are the shed of secret funds for the people in the portfolio

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