Abstract

The primary objective of this chapter is about innovation within specific social organizations, which compacts with the division of labor, knowledge creation, and the use of technology such as e-enterprise in social economy aimed at improving productivity. A significant proportion of the world’s economy is organized to make profits not only for investors but to sustain the employment of many disadvantaged people throughout the world. It includes cooperative organizations, foundations, and many other social enterprises that provide a wide range of products and services across the globe and generate sustainable employment. Productivity tends to increase when the job is divided into manageable portions and then performed by adequately skilled personnel. In order to succeed in an environment in which other businesses fiercely compete along with social enterprises, it is imperative to take into account innovative systems such as e-enterprise to leverage competition and increase productivity.
Chapter 3

Appreciating Rapid Technology Integration in Creating Value in Enterprises

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ABSTRACT

The primary objective of this chapter is about innovation within specific social organizations, which compacts with the division of labor, knowledge creation, and the use of technology such as e-enterprise in social economy aimed at improving productivity. A significant proportion of the world’s economy is organized to make profits not only for investors but to sustain the employment of many disadvantaged people throughout the world. It includes cooperative organizations, foundations, and many other social enterprises that provide a wide range of products and services across the globe and generate sustainable employment. Productivity tends to increase when the job is divided into manageable portions and then performed by adequately skilled personnel. In order to succeed in an environment in which other businesses fiercely compete along with social enterprises, it is imperative to take into account innovative systems such as e-enterprise to leverage competition and increase productivity.

INTRODUCTION

The chapter focuses on e-enterprise as a multimedia technology used by retailers, distributors, and welfare organization, among many others, to continuously provide services to stakeholders all the time. The chapter also recognizes social enterprises which are not-for profit organizations that provide goods and services needed by many consumers worldwide. Social constructs such as Appreciative Inquiry, Community of Practice, and the Theory of Structuration methodologies can be...
used as prisms to understand organization, the notion of the division of labor, and the introduction and management of e-enterprise in value creation processes in social economy. Technology may be construed in at least three ways:

- It can imply the utilization of tools to allow the company to trade the entire time, or it can imply innovative thinking that promotes the development of techniques and methods based on a template that may augment increased productivity.
- The e-enterprise know-how also can be described as software that allows the processing of business transactions in very safe environments.
- Operating e-enterprise requires highly structured skill-sets acquired from years of learning and practicing. In the end the discourse concludes that technology-savvy organizations can reason and perform complex tasks leading to increased output. An entire organization ideally will be able to know what needs to be mastered to make e-enterprise expedite the goods and services needed by the consumers and giving the company the opportunities to effectively exploit the market.

E-enterprise and its compatible technologies may benefit the social economy in many respects. The businesses will allow communities of practice to learn, change, and improve all the time, certain jobs can be completed by a stakeholder from the comforts of his/her home and video conferencing technology which can come as part of a package e-enterprise can make it possible for donors and aid recipients to exchange information face-to-face in real time to create a co-constructed reality. The integration of such cutting-edge technologies can create more value in the social economy.

This chapter addresses an interesting issue, though it would be more valuable for the scope of the book on Social e-enterprises if authors could focus on social organization. However Social enterprises include all types of health and welfare services providers, not-for-profit corporations, and consultants, who provide information, research, best practices and build capacity. They will benefit from this chapter because it offers change management methods and technology that can be applied to build useful organization. A social enterprise directly addresses an intractable social need and serves the common good, either through its product and services or through the number of disadvantaged people it can employ. To enable this to successfully happen, social enterprise must be effective and efficient in the provision of its services and products to customers and need to embrace change in order to grow. Organization development methods and technology such as Appreciative Inquiry (AI) and Community of Practice (COP) and the Theory of Structuration (TS) can be applied to benefit social enterprises. For example the AI technology can be used to create the knowledge required in useful organization and the COP ontology can be applied to build effective capacity. The three systems can be juxtaposed to advance the competitive advantage.

Appreciative Inquiry is the first method and is applied as a prism to understand the division of labor, as illustrated in Figure 1. In order to progress the debate the chapter asks the following question:

Is Appreciative Inquiry useful in creating the knowledge and skills required in successful social societies?

The second methodology is the Community of Practice (COP) also referred to as the knowledge community. It is another change management system that is based on the experiences of the company and its expertise to create explicit knowledge. To guide the discourse the following question is asked:

Can a community of practice advance the interests of a company in a social economy?

The third methodology is the Theory of Structuration (TS) propounded by Giddens (1984).
The chapter draws upon the TS technology to design and implement e-enterprises that are in sync with the needs of the social economy and in particular social enterprises. The following question is asked to guide the discussion:

Is the Theory of Structuration effective in creating successful social enterprise?

Effectiveness occurs when the e-enterprise has the capacity to produce the desired results. Structures are human creation and the result of interplay of meaning making that ensures the efficiency and effectiveness of the new entity. There can be adjustments and alterations in structures until the organization is functioning efficiently and producing the goods and services demanded by the customers. In Giddens (1984) a proposition is made that social structures are tools that make it possible for organizations to fulfill the needs of society. E-enterprise in a social economy is large organization that is meant to meet the needs of society. Social constructs provide the gauge to understand the parameters of social enterprises where relevant literature can be scarce. Martin (2009) suggests that social structure can be conceptualized not only as constraints upon human agency but as enablers. The specialists in Figure 3 must understand their new roles faster in order to be successful. This success can be measured in increased output. Giddens alludes to the fact that social enterprise is more than individual acts, determined by social forces alone but can be influenced by the availability of what can be described as appropriate tools and know-how. Viewed as an aid in the value-creation process, e-enterprise can be the intermediate technology that can be flexible in accommodating the varied demands of the social economy. In that regard e-enterprise can be structured and customized to provide the services demanded by the customers in the social economy all the time.

**Advantages of Employing Multiple Worldviews**

All the three methodologies of AI, COP, and TS can be used in their own right to determine and implement successful change. AI can also be used by a Community of Practice (COP) to put into context the knowledge required in the specialized labor and to break it down into formats that enables the individual to make better sense of his job and to re-configure the e-enterprise technology to enhance productivity. The application of all the three methodologies simultaneously can lead to the development of knowledge and practices that will be difficult for competition to imitate.
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Employing the AI, COP, and TS worldviews can produce a division of labor focused on different aspects of the social economy. Increased productivity can result when the workforce is given the knowledge, tools, technology and training to effectively do the job. The new structure can be appreciated and allowed to discover what gives life to their new organization. The newly formed structure can be provided with the necessary tools and techniques to grow the business. Many scholars argue that the AI 4-D-Model allows individuals to think seriously about their jobs. For example in Mupepi et al. (2005), budding small scale farmers often design tools and new methods to aid their new passion. They discovered that jigs were created from wooden poles to measure the depth of boreholes and the perimeter and area of an arable piece of land to allow the correct charges to be made to the farmer. The entrepreneurs used appropriate technology to be innovative and to successfully bill the farmers on completion of a tillage or borehole drilling contract.

BACKGROUND

A Statement on Relative Literature

Appreciative Inquiry (AI) is a method of introducing and managing long lasting change in different types of organizations. It was designed by Cooperrider (1986).

However, many scholars, such Mupepi (2009; 2010); and Mupepi et al. (2005; 2008), among many others, have improved upon AI and endorse an assessment and evaluation technology referred to as the Four Dimension Model (4-D-Model), illustrated in Figure 1. The economic principles of the division of labor are preconditions for efficiency and effectiveness. Smith’s economic principles have remained influential in business organizations throughout time. Efficiency is construed to mean the ability to accomplish a given job with limited resources. Effectiveness occurs when the organization has the capacity to meet its objectives. Efficiency in organizational studies can be attributed to many scholars, including Frederick W. Taylor (1856–1915) and Anthony Giddens (1984), among others. Taylor is credited with the invention of scientific management, a theory that analyzes and synthesizes work flows, making the identification of key performance areas possible. The COP can develop overt practices that can be difficult for the competition to overtake. In Figure 1 the Four Dimension Model (4-D-Model) can be used to bring a better understanding of concepts, such as the Adam Smith Division of Labor theory illustrated diagrammatically in Figure 2 (Campbell & Skinner, 1976). The entire organization can participate in the AI methodology of change in determining the change required in the business. What is unique about the COP and AI is that they are all derived from social learning. An organization that is good at learning can be successful at understanding change and the need for innovation.

Pinpointing the Key Performance Area: Efficiency

Baker et al. (2009) allude to the fact that Taylor’s main objective is to improve economic efficiency, especially labor productivity. Scientific management is one of the earliest successful attempts to apply science to the engineering of processes and to management. It is important for social enterprises to understand the parameters of performance and how that is related to organizational efficiency. Taylor’s work introduces work measurement and performance standards, thus combining behavioral and quantitative analysis to determine the best practices consistent with the needs of customers in a social economy all the time.

Re-Configuring Organization in Social Economies

Effectiveness occurs when the organization has the capacity to produce the desired results. Structures are human creation and the result of interplay of meaning making that ensures the ef-
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Efficiency and effectiveness of the new entity. There can be adjustments and alterations in structures until the organization is functioning efficiently and producing the goods demanded by the customers. Organizations tend to succeed in their efforts because they are given the support they need to do what they have been created to do. Organizational structure can be conceptualized not only as constraints upon human agency but as enablers. In other words, the incumbents in those structures must possess the knowledge and skills demanded in the job. The structures must have the capacity to produce desired effects. This implies that innovation can be found in both processes and structures. Therefore, the activities involve purpose-built processes and structures that can lead to the production of products that have more value for the business.

Deploying the AI 4-D-Model techniques in Figure 1, the new divided labor will be able to discover what gives life to their new organization. In the dream phase, ideally, they will be able to draw what makes their organization effective. For example, one can pinpoint the skills required for him or her to be effective in the job. Effectiveness also can be enhanced when the specialists redesigns his job to focus on smarter ways to do the job during the design phase. In Figure 1, arriving at the “destiny” phase can indicate that the organization has been effective. Applying the 4-D-Model can increase the organization’s efficiency and effectiveness. The 4-D-Model allows the entire organization to co-construct reality. The stakeholders can define what gives life to the business, and the experts and new specialists will be able to determine the performance criteria necessary to maintain output that has more value for the business.

In Figure 2, the Corporate Services Department must provide organizational support to all departments while the International Materials unit will provide all the raw materials required in the production effort. The focus of activities in a social enterprise is to provide profitable services.

Figure 2. Adam Smith Pinproduction Corporation. (Source: Adapted from Mupepi (2010))
to customers in a social economy. The current division of labor which may echo the Adam Smith economic principles can be emulated to advance efficiency and effectiveness in social enterprises.

In subsequent research it appears that organizational mission are situated as part of social structures. The COP can use AI to create job descriptions and job specifications that must reflect the mission. These documents provide the guidelines for on-the-job training, individual development plans, and the basis for effective performance. In that light, organizational structures can be rationalized to take up certain themes in the production of goods and services. The design of the organizational structures must position activities in relation to their contribution to product development or manufacture.

**Stewardship and Agency**

Among the structures referred to by organizational development experts are economic and social structures. Both types can be conceived in the same way. Giddens (1984) conceives organizations as economic and social structures created to meet societal goals and this is the Theory of Structuration. These structures can be made up of a hierarchy of authority, and a division of labor and formal rules and procedures. They are organized in this manner to increase accountability and effectiveness. The rules and procedures asserted by Max Weber (1864-1920) in bureaucracy are actually the rule of law regulating the norms and standard of behavior in organization. This rigid approach has been criticized by many scholars. For example Mupepi (2010) argues again that employees are hired only if they meet the qualifications acceptable to the company. The inflexibility found in most bureaucratic structures is an attempt to ensure that performance is standard. For example, the possession of a high school diploma can assure the hiring manager that the candidate can read and write to a certain level of proficiency. A higher qualification may warrant a superior understanding of a

defined subject and, with additional job training, such candidates may produce goods and services consistent with the needs of customers. There are other talented people who possess the right experience but miss the recruitment opportunity because they do not have the paper qualification demanded by bureaucracy to show what they know. Giddens (1984) and Martins (2009) assert that company owners create their businesses to serve a defined need and as such should be able to hire whom they wish. The company assumes that those who possess certain attributes will be able to meet the performance expectation of the job. Martins (2009) argues that the Structuration theory indicates that in economic structures, managers are in charge of departments or units of the organization. They have defined expectations commensurate with the roles individuals play in their jobs. It is arguable that people do what they do in organizations because they expect something in return, typically people function in a particular job to receive remuneration. In much later research, Mupepi (2011a) argues that managers have to determine whether people in the structure will meet the job’s expectation. There is a need for the department to relate rewards directly to performance and to ensure that the rewards provided are those deserved and wanted by the recipients. Authority is conferred to management to organize and control resources in efforts to advance production. In Mupepi (2011a), the AI methodology is viewed as a tool used to gather job, individual, and team needs. With that information, they will be able to implement the required change with no or minimal resistance. Social structures can represent both emic and etic perspectives of how the business works. Thus, the probability of designing and implementing structures that will succeed is greater if the people doing the work participate in the design and implementation of the required change. It can be argued that it is possible to articulate the social construction techniques to design and implement social structures that can
continuously learn and change to produce goods and services that are in constant demand.

In Ritzer (2009), Max Weber views organizational structures as a rationalization of the bureaucratic organization represented by defined job positions. Weber stipulates that there are specific qualifications that must be met by people who will occupy positions in these structures. The positions will come with certain rights, duties, and related obligations arising from the intentions or mission of the organization. In each job position there is a principal-agent relationship, or employer-employee relationship. In this affiliation an employee acts on behalf of the employer. The employer is vicariously liable for the acts of his employees in the conduct of their jobs. This rule calls for a closer monitoring of performance to see if the employee is doing the right things particularly in the cases of welfare, hospital, or similar organizations where customers or patients have the right to sue for disclosed or undisclosed damages as compensation when things go wrong to a patient during his stay in hospital receiving health care. These lawsuits have also given rise to specialist attorneys on sides, the health care provider and the patient, to fight legal battles. Drawing upon the TS, healthcare organizations have also created corporate law departments or corporate services (see Figure 2) that employ the people with the right qualifications and experience to look closely into the legal needs of the social enterprise.

Accountability is the key for effectiveness in each position charter. Each job incumbent is expected to meet his part of the overall production effort. The theory of structuration recognizes that social life is not merely determined by social forces but by human agency as well. It is the people in the organization that make things work. The company can have the best technology but it is the human touch that makes the difference. Thus, effectiveness is enhanced when people conform to what they are expected to do in their jobs. Individuals should possess the qualifications and disposition needed in the job at hand. They must have the right attitude to advance organizational goals. Productivity is hinged on the competences of the workforce and the tools and techniques available to make the job easier. In Campbell and Skinner the division of labor is advanced by Adam Smith as one way of making do with available resources. Smith advances the notion of enabling the workforce to produce better output if it is allowed to train and specialize (see Figure 2). The individual specialist working in sync with others in the pin-making making process is empowered to think of the best way of doing his job. Thus, the division of labor espouses innovation and effectiveness. The company is able to increase productivity. The divided labor can be trained to be specialists in specific areas of the operations. In the end the company will be able to meet the pin needs of many customers.

The divided labor can be used to create a knowing community in two senses. The first is that they cannot become a community of practice overnight. In terms of the arguments advanced by Mupepi (2010), people in the three divisions will have to be selected for their experience and what they know. A defined team building program will have to be instituted to build teams which in the end allow the new structure to gel like a COP. Mupepi argues that COPs are people who meet regularly and voluntarily to advance the things they are passionate about. The second sense is that the division of labor does not necessarily create experts overnight. Lots of work has to done to equip each individual with the knowledge, skills and technology to do useful work and to proceed from there to build a community of practice.

**An Overview of a Selected Literature**

The idea of using multiple methodologies in introducing and managing change is that multiple philosophical assumptions can successfully guide the organization to the desired change. Multiple methodologies assume several worldviews. Some
can be used to collect and deduce data. Others can be deployed to frame organizational strategy. Collectively they can be employed to create cutting-edge practices that other companies in similar business will find hard to imitate making it possible for a firm to achieve desirable results.

Social Construction

Social construction can be described as a by-product of human choices. These selections can be concepts and methods of managing human perceptions about all aspects of social life. Ran and Golden (2011) assert that social construction of organizational identity is a negotiated outcome between various stakeholders. The authors propose four main characteristics of the social construction of organizational identity—intentional, temporal, relational, and external. There are two identity construction processes which are known as the linguistic and the social construction. Ran and Golden provide some guidance for public institutions, universities, or nonprofit organizations as they construct, maintain, and negotiate a positive identity in the context of threatening changes. Berkowitz et al. (2010) suggests that social “construction,” “constructionism” or “constructivism” words widely used in social sciences to mean a diverse range of objects including the emotions, gender, mental illness, or people cognitively challenged. The terminology shows a number of different roles in different discourses. Pickering suggests that some of the arguments are philosophically interesting, while others are “naturalistic” approach—that treats science as a successful source of knowledge about the world. However in organization social construction is emulated for its ability to make people in an organization learn through defined social processes. In Knobe and Nichols (2008) social construction is viewed as having the capacity to influence a community or organization to describe phenomenon that can influence behavior within those organizations. Thus knowledge and practices can be socially constructed. People in a defined community can influence their own culture and traditions by punctuating what has been traditional for years. For example the first missionaries in Africa punctuated the belief in traditional practices by introducing the Christian religion. Knobe and Nichols (2008) argue that a group or community can claim to be social agents that construct through their choices. Thus any church organization can claim to represent the community (in which it operates) or the world, with its religious doctrine.

Co-Constructing Reality

Social construction is about bringing the common-sense within a group or society together. Social constructionist claims are made about so many different objects that it is perhaps not surprising to find that such claims have different implications depending upon the different objects at which they are directed. Most discussions within a community or group can be about things that can be made-up or invented. Taking a historical example we draw from Nicolaides (2011) who suggests that in 1561 Father Gonzales Da Silveira had difficulties in trying to convert the Great Zimbabwe Emperor Chisamharu Negomo Mupunzaguta (1560-1589) to Christianity. The emperor could not make sense of a religious dogma centered on one man who was sold out by his brother. The narratives in the Mutapa story indicate that organizational and interpersonal communications are of paramount importance all the time. Nicolaides asserts that rhetorical dissonance created suspicion and caused delays in the acceptance of Christianity in that part of the world. It was difficult for the priest to explain to the emperor who Jesus Christ was in whatever language they used to create meaning. The conversations impacted on how the emperor perceived the situation and how constructed his world. Mallon (2008) posits that discussions can lead to the effect that objects such as religion or practices can be “invented” or “made up” and directed at three very different sorts of entities: representations (e.g. ideas, theories, concepts, accounts,
taxonomies, and so forth), (non-representational) facts quite generally, and a special sort of non-representational fact: facts about human traits. Mallon suggests that most social construction discussions has been concerned with evaluating the inference from numerous and complex social influences operating in the production of social theories and the rationalization to support those assertions.

Need to Learn and Change and Improve All the Time

Many scholars suggest that corporations that do not succeed at first time often attribute their failure to the inability learn and change. For example Levin and Christie (2009) reported that the Auto Industry Bailout from the auto companies totaled $34 billion in government loans. In return, the companies changed their modus operandi and promised to fast-track development of energy-efficient vehicles, and consolidate operations. As a result of the bailout Chrysler, Ford, GMAC, and General Motors concurred to rationalize the number of brands they produced. The auto industry learned that it needed better technology and vehicles that conserve fuel and use sustainable energy. Drawing from Berger and Luckmann (1966) it implied that such gigantic change required all stakeholders in the auto industry to embrace the necessary transformation. Social construction holds the world view that knowledge is the product of social practices and organizations. Knowledge and technology can also be produced by a group interacting together. The chapter suggests deploying the change management methodologies of AI, COP and TS to create diffuse and distribute the knowledge required in successful organizations. The chapter also illustrates the usefulness of adapting different perspectives to enable social enterprises to successfully exploit the markets they exist to serve. The adoption of a multiple worldviews modeling perspective allows the debate to sidestep typical domain problems e.g. AI may only focus on positive events from the past. It allows a COP to employ both AI and the TS to deduce opportunities to expand social enterprises using quantitative and qualitative research methodologies to build effective capacity. Multiple paradigms may enable the creation of a much more pragmatic approach in organization.

Can a Divide Labor Create the Wealth Needed by Social Enterprises?

In Figure 2 the Corporate Services must provide organizational support to all departments while the International Materials company will source all the required raw materials for all units. The current division of labor which may echo the Adam Smith economic principles can be emulated to advance efficiency and effectiveness in social enterprise. The specialists who can be the COP can learn at any time by downloading information hosted on e-enterprise website portal. The COP and those selected stakeholders can access e-enterprise to learn and exchange ideas through electronic mail at any time. The e-enterprise can have all the learning necessary for all the specialist areas in modular, webcasts, pdf or other formats. In subsequent research it appears that the organizational mission should be part of social enterprises. The mission should be incorporated in every position charter to allow the job incumbents to support the organizational goals all the time. These documents provide the guidelines for on-the-job training, individual development plans, and the basis for effective performance and can be hosted on the e-enterprise site as well.

How Useful is Appreciative Inquiry in Organization?

Appreciative Inquiry is a change management method developed by Cooperrider (1986). Many scholars, such as Mupepi (2009; 2010) and Mupepi et al. (2005; 2006; 2008), among many others, have improved upon AI and endorse an assessment and
evaluation technology referred to as the Four Dimension Model (4-D-Model), illustrated in Figure 2. AI technology to pin-point at the exact IT needs as illustrated in Figure 3. The Topic of choice will be: What are our IT Needs? The COP will be able to Discover what needs to be changed, acquired and installed into the organizational system. External expert stakeholders can be consulted to define, design and implement the required change. Mupepi et al. (2005; 2006; 2008) suggest that the COP as a collaborative forum should identify the use of computers and engineering software to create situational knowledge by benchmarking against what is prevalent in the industry, find out what is in demand among the consumers in relation to what the company produces and the latest research regarding product development, management and competition. The continuous probing and returning to the drawing board allows double loop learning to occur i.e. taking into consideration feedback from the various stakeholders and in focusing on the organization’s mission in the Destiny phase.

According to Mupepi et al. (2011b), the success of using the 4-D-Model in Figure 2 is dependent upon deciding the activities that give life to the organization, what really renders the firm success in what it does. The organization can employ the AI 4-D-Model technology to define the organization-wide applications of information technology (IT) and socially structure the use of computers and telecommunications engineering to impact a distributed cognition in processing data that can be analyzed and interpreted to create goods and services that have more value for the organization.

Can a Socially Constructed Competency Model (SCCM) Champion Useful Organization?

The SCCM is a co-constructed performance management model derived from social construction and hinged on the platform of a COP. The SCCM is an alternative strategy that can be designed by a COP to make their organization efficient and effective. Mupepi (2009) proposes that useful knowledge and practices can be understood by a community of practice (COP). Data available indicate that competency models, in particular those concerned with organizational capabilities, are relatively ineffective when developed outside the organization. A contrast of the competency models developed elsewhere is made with those espoused within the organization by the COP.

Figure 3. Architecting organizational IT. (Source: Adapted from Mupepi (2004))
and effectiveness is demonstrated in the latter approach. Mupepi argues that the resultant competencies can be applied in any organization (Figure 4).

**Are Communities of Practice Effective in Organization?**

The COP debate is proposed by Lave and Wenger (1991). They suggest that the COP is a group of people from the same organization who meet regularly in defined spaces at designated times or in cyberspace at any time to create situational knowledge about the things they are passionate about. The debate has been expanded fruitfully by many scholars including McDermott and Archibald (2010) who propound that communities of practice have become part of the organizational structure in modern businesses. For example in designing the information technology, project management team tasked with IT development in the company can assume the role of a COP. McDermott and Archibald (2010) suggest that the architecture of the organization’s IT should originate with the users who are the COP. The three paradigms of AI, COP and TS can be applied jointly or individually by a COP to determine the organizational needs of the company. The COP can adapt the 4D-Model to learn, and define the e-enterprise needs of the business. The COP can co-opt other stakeholders like consultants or external auditors to design, and implement the e-enterprise master plan. Applying the same technology the COP will be able to continuously monitor and evaluate performance in tandem to organizational needs.

**Pinpointing at the Exact Change**

Efficiency in organizational studies can be attributed to many scholars, including Frederick W. Taylor (1856–1915) and Anthony Giddens

*Figure 4. Using the SCCM in building capacity. (Source: Adapted from Mupepi (2003))*
(1984), among others. Taylor is credited with the invention of scientific management, a theory that analyzes and synthesizes work flows, making the identification of key performance areas possible. Baker et al. allude to the fact that Taylor’s main objective is to improve economic efficiency, especially labor productivity. Scientific management is one of the earliest successful attempts to apply science to the engineering of processes and to management. It is important for organizations to understand the parameters of performance and how that is related to organizational efficiency. Taylor’s work introduces work measurement and performance standards, thus combining behavioral and quantitative analysis to determine the best practices consistent with the needs of customers all the time.

Structuring Efficiency and Effectiveness

In the book the “Wealth of Nations” written by Adam Smith (1723-1790) it is contested that more wealth can be created when the divided labor is allowed or made to specialize. Efficiency can occur when resources are put into use without resulting in any waste. The distributed labor represents new structures that can be efficient. The new positions can evolve from being merely pin-makers to be specialist electroplaters or injection molding technicians who can function independently or in teams (refer to Figure 2). Effectiveness occurs when the organization has the capacity to produce the desired results. Structures are human creation and the result of interplay of meaning making that ensures the efficiency and effectiveness of the new entity. There can be adjustments and alterations in structures until the organization is functioning efficiently and producing the goods demanded by the customers. In Giddens (1984) a proposition is made that social structures are tools that make it possible for organizations to fulfill the needs of society. Giddens points out that social structure must be conceptualized not only as constraints upon human agency but as enablers. If we return to the newly created pin-making specialists, they must articulate their new roles faster to meet the demands of their new jobs. In order to occupy the new structure in the pin-making plant, the incumbents must have the knowledge, skills and ability to use existing tools and technology to produce goods and services demanded by the customers.

Creating the Synergy for Effectiveness

AI is used to understand the positive past. Moving from what is likely to defining the future. Reality is co-constructed and for most of the time there will be no resistance to change because co-construction can imply the concurrence of the entire organization to the desirable change. Stated in other words it implies that efficiency and effectiveness can also be co-constructed. AI creates energy, pace and improves morale, and transforms working relationships. AI builds on best practices and can be the best method that can accommodate large scale change intervention in one seating. The entire corporation can participate in a debate to identify and describe the nature of change required in effective organization.

Advantages of Employing Multiple Worldviews

Employing the AI, COP, SCCM, and TS worldviews can produce a division of labor focused on different aspects of the business. Increased productivity can result when the workforce is given the knowledge, tools, technology and training to effectively do the job. The new structure can be appreciated and allowed to discover what gives life to their new organization. The newly formed structure can be provided with the necessary tools and techniques to grow the business. Many scholars argue that the AI 4-D-Model allows individuals to think seriously about their jobs. For example in Mupepi et al. (2005), budding entrepreneurs often design tools and new methods to aid their new passion. They discovered that jigs were cre-
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ated from wooden poles to measure the depth of boreholes, and the perimeter and area of an arable piece of land to allow the correct charges to be made to the farmer. The entrepreneurs used appropriate technology to be innovative and to successfully bill the farmers on completion of a tillage or borehole drilling contract.

Environmental Analysis

Lewin (1951) has been emulated by many scholars in recognizing the importance of understanding the environment in which the business operates. For example Martin (2009) postulates that social structures are basically representatives of belief systems prevalent in society and of course in organizations. A marketing department should have the capacity and ability to organize and coordinate the creation of goods demanded by the market which will create wealth for the company, all things being equal. Kurt Lewin (1951) makes the belief proposition a reality. He advances the field theory and examines the patterns of interaction among groups in relationship to the environment in which they operate. Giddens (1984) argues that social structures are the architecture of communities and organizations. They are designed to fulfill a specific need in the community. Drawing upon the collective thinking of the mentioned scholars, it makes organizational sense to co-construct efficiency and effectiveness as a warrant for successful corporations. Lewin’s field studies opened the Pandora box in many aspects of change management. The widely used methods of analyzing environmental factors referred to as “political economical societal and technological” (PEST) analysis could have been the result of field studies.

Building teams in the Social Structures

There is need to leverage the knowledge and skills possessed by those who have the right experience and qualifications. One way of doing this is by re-creating the organizational mission. This can result in organization-wide knowing. Mupepi (2010) proposes that co-constructing organizational reality speeds-up knowledge and technology transfer within the corporation. People in the business will be able to grasp processes and systems quickly and enable the faster production of goods that are prized by the organization. Nonaka and Takeuchi (1995) assert that much knowledge in organizations is either tacit or hard to understand. This is particularly true in companies where the expert Homo sapiens tend to protect their terrain. In unionized settings, this can be referred to as a closed shop, which is difficult for non-members to enter. AI enables the entire organization to develop the change that may be required in successful organization. There will be very few closed shops or none at all. If knowledge is assumed to be tacit, Nonaka and Takeuchi (1995) suggest that it is hidden and not easy to find. Thus, much knowledge can be acquired by spending more time with those who know. It can take longer periods to build a reputation or experience required in expert operations. Tacit knowledge is developed from the experience, learning, and continuous improvement of those who possess it. It implies that the learner must listen to the experts when they talk shop and observe closely when they make illustrations.

Wenger (1998) asserts that the COP is an alternative change management system that is based on mutual engagement, joint enterprise and shared repertoire co-construction of organizational reality. The COP is useful in creating organizational knowledge, sharing information and experience necessary in developing tacit knowledge, building trust within the organization, and in mounting practices and explicit knowledge other similar companies will find hard to imitate. The COP can look at all the available facts about what the company did positively in the past, and draw lessons from where things went wrong and take the necessary corrective action. The many product recalls in manufacturing enterprises, including the automotive industry, are efforts
to correct errors that could have been made in the production system. The COP can create the knowledge, skills, technology, and practices that can give the company opportunities to effectively exploit the market.

The Advantages of Multiple Worldviews

The underlying assumption is that realism can be co-constructed triumphantly using AI, COP, and TS paradigms. The three worldviews consider the participatory, constructivist and pragmatist fundamental cognitive orientation of the organization. This collective proposition can be translated into successful organizational reality (Creswell and Plano Clark, 2011).

Stewardship and Agency

Among the structures referred to by organizational development experts are economic and social structures. Both types can be conceived in the same way. Giddens (1984) conceives organizations as economic and social structures created to meet societal goals. In “Modernity and Self-Identity” (1991), Giddens draws concepts and ideas from classical economists such as Adam Smith (1723-1790), Karl Marx (1818-1883), and Emil Durkheim (1850-1917), among other scientists to advance structural theory. The organizations can deviate from what could be a considered norm for specific reasons. For example organizations may define entry level qualifications in certain jobs. They could deviate from that norm when an individual possessing the talents useful to the organization is hired without the required normal entrance qualifications. Deviating from the rules can be rationalized in many ways including the assumption that those who possess certain attributes but lack the entry requirements will be able to meet the performance expectation of the job.

Bridging the Theoretical and Practical Assumptions

In Giddens (1984) social theory departs from prior traditions such as the belief system to propose that social phenomena can be understood as comprising both subjective and objective elements. Structures are goal oriented created to do a specific job. At the same time structures can be subject to certain truth conditions when they are doing their work. For example technology can be subjective or appropriate to what the company can afford while it is focused on goals. Orlikowski and Robey (1991) suggest that the framework allows corporations to progress beyond several of the false dichotomies e.g. socially constructed vs. material or qualitative vs. quantitative that persist in investigations of the interaction between organizations. Orlikowski and Robey (1991) propose that the firm has a choice of accepting the organization as a social system where human behavior is subjective and that it can be co-constructed or taking the context that social systems are viewed as independent of and constraining human action thus portraying reality as objective.

Structure Duality

Structures that are dual have the quality of having two characteristics. In this debate we view duality as the agents between the principal and an agent. Structures have a dual characteristic as proposed by Sewell (1992):

The term structure empowers what it designates. Structure, in its nominative sense, always implies structure in its transitive verbal sense. Whatever aspect of social life we designate as structure is posited as “structuring” some other aspect of social existence—whether it is class that structures politics, gender that structures employment opportunities, rhetorical conventions that structure texts or utterances, or modes of production that structure social formations.
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In much later research Mouzeli (2011) suggests that the concept of duality in Giddens (1984) is not adequately considered. Mouzeli argues that the notion of subject/object polarity is as essential as the idea of duality for an understanding of how actors orient themselves to rules and resources as a virtual order, as well as to sets of interactions in time and space. In Groves et al. (2011) arguments are developed to show that the TS can be used to advance organizational strategy in different types of industries. Patient safety in the health care industry can be viewed through the lens of the theory of structuration theory. Patient safety can be perceived to involve both individual actions and organizational structures. Groves et al. (2011) claim that healthcare organization members, particularly nurses, share these values through communication and enact them in practice, producing or duplicating an organizational safety culture system that mutually constrains and enables the actions of the members in terms of patient safety. This viewpoint illuminates multiple opportunities to improve productivity.

In Van de Ven (2007) the relationship between theory and practice, research and action, is proposed to be of fundamental importance in building effective organizations. Where there is distinct responsibility the structure must be organized to allow maximum engagement of the organization with its environment. Van De Ven argues that both subjective and objective paradigms can be employed to accurately structure the business to enable it to successfully exploit the market.

**Structures and Organizational Culture**

According to Ritzer (2009), Max Weber viewed organizational structures as a rationalization of the bureaucratic organization represented by defined job positions. Weber stipulates that there are specific qualifications that must be met by people who will occupy positions in these structures. The positions will come with certain rights, duties, and related obligations arising from the intentions or mission of the organization. In each job position there is a principal-agent relationship, or employer-employee relationship. In this affiliation an employee acts on behalf of the employer. The employer is vicariously liable for the acts of his employees in the conduct of their jobs. This rule calls for a closer monitoring of performance to see if the employee is doing the right things. Broekens et al. (2007) builds upon the concept of organizational culture and community of practice from Berger and Luckmann (1966), and others to introduce the importance of culture and the role of agency in developing successful structures. They suggest that agency refers to the capacity of individuals to act independently and to make their own free choices and structure in advancing the principal’s goals. This supposition makes the community of practice the ideal agency. The relationship between the COP and the organization is that of agency and principal. The agency is allowed within specific terms to co-construct its own mission which supports the organizational goals of the principal. The authority granted to a COP may influence what the agency can do.

**Appreciating Productivity**

AI allows the people in the organization to recognize the symbolic and relationally construct of the business and to pinpoint at what gives life to the company. Arguments developed for the AI methodology indicate that there is little about collective action that is reprogrammed or unilaterally determined. There is a variety of different types of organizations. Each has its own beliefs and practices. Goffman (1959) suggests that each has its own defined role to play. It makes organizational sense then to co-construct reality. Creating goods and services that have more value than before requires a critical understanding of processes, systems and activities employed in the business and in understanding the needs of the customers.
Articulating the Competitive Advantage

Mupepi et al. (2007) suggest that organizations can create the knowledge and skills required in effective organization through social construction where there is learning and continuous improvement effort. They propound that explicit knowledge can make it possible to access a wide variety of markets and make a significant contribution to the benefits provided by the business. An argument developed much later by Mupepi et al. (2011b) alludes to the need to create a shared vision, an organizational mindset, and empowerment that permit a COP to advance the mission. The organizational mission remains the modus operandi of creating a successful vision. A COP can add value by promoting the strategic architecture such as the mission that guides the development of the business’s core competences. They can contribute to a successful user-friendly e-enterprise that can enable the stakeholders to review how the business is operating and learn what has been done exceptionally well and what the challenges are. It can be contested that social constructs when used collectively can enable the business to create explicit knowledge that can be problematic for similar organizations to imitate. The best strategy is then developed from a history of the corporation that takes into account the best performance and the deviation from the norms. Mistakes can be analyzed to draw an understanding of how they were made and how they can be avoided in the future. Investigating the historical past offers the opportunity to ask questions as opinions are told at the same time reiterating what is important to the business and not to repeat the same mistakes. This is especially true in the context of creating the know-how needed to build and develop a successful business.

The Appreciative Inquiry 4-D-Model

According to Mupepi et al. (2011b), the success of using the 4-D-Model in Figure 1 is dependent upon deciding the activities that give life to the organization, what really renders the firm success in what it does. Activities such as those depicted in the pin-making factory in Figure 2, will be the topic of choice. All stakeholders can participate in the AI change process thereby minimizing the resistance to the desired change. Mupepi et al. (2011b) argues that the 4D model can be used to determine the truths conditions for all statements made in each phase by asking affirmative questions about the pin making operations. In the dream phase the company will respond to the affirmative questions: “What will be the outcome of a divided labor?” “What will the new jobs entail?” and “What will be the required new tools for these jobs?” The dream phase can lead to pin-pointing at the productive disciplines such as pin-head making, pin-sharpening, just to simplify some of the operations. In the design phase, the firm will be able to draw the capacity required to make pin-production effective. The design phase enables the organization to pin-point at the required efficacies that will be pervasive in all operations. The destiny phase can be used to evaluate the operations. For example the new competences can be evaluated using a scale of 1 for no competency and 5 for proficiency, the company can determine its capacity and proceed to the discovery phase to re-adjust or make corrections. A comparison of past and current outputs can be made to ascertain if there are any significant changes. If the results are not satisfactory the 4D model can be revisited to draw a new strategy.

The 4-D-Model Can Lead the Way Forward

The 4-D-Model can be used as the technology hub to create explicit knowledge. It can be the center too to diffuse and distribute that knowledge to all cognitive areas where it can be utilized to create goods and services that have more value for the business. Evidence available indicates that stakeholders cannot conceive of competencies as something that is separate from their personal experiences. Lowly educated, non-management
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members can contextualize competency using Appreciative Inquiry. Knowledge-technology transfer can happen using the 4-D-Model. Participants will be able to share knowledge and expertise on how the job is done. Allowing the novices to ask questions and to repeat what they have been shown by the experts will make it possible to perfect their skills, a progress necessary to raise productivity. Creating goods and services that have more value requires additional information. The stakeholders need to articulate competition, quality, prices and other information pertaining to the environment in which the business is done.

The Community of Practice

Drawing an understanding of the environment in which the organization operates requires the stakeholders to work as a team and as a Community of Practice. Knowledge creation is more complex because it can be found in many places and individuals can possess it too. Lave and Wenger suggest that it is that complexity that makes the knowledge created by a COP authentic. The challenge to management is to get individuals to cooperate with each other in building effective organizational expertise.

CONCLUSION

Some of the Challenges from the Third Social Sector

In the United Kingdom social enterprises have been playing a critical role in the employment of cognitively challenged communities for more than 100 years. There organizations such as Action for the Blind People, The Phone Co-operative, which provides its 23,000 members with cheaper telecoms services through the advantages of purchasing collectively, is not only profitable but has shown strong growth in both its membership and turnover every year since it started trading in 1998, and many others. Woodell (2012) suggests that his company, The Phone Co-operative, would like acquire the technology that will help them to sell their services on-line. The company has relied on telephone sales to drum up demand given that many households have now signed up to block cold calling services. Woodell rationalizes that as a result, his company was looking at e-enterprise to sell its products and services on-line. Deloittes (2012) one of the big management consultants firms suggest Social enterprises need more support from government and funding sources to compete with mainstream businesses. Deloittes estimate that there are about 62,000 social enterprises in the UK in a market worth £24bn. Many of these organizations are already in competition with conventional businesses while providing additional social benefits.

In Vidal and Claver (2004) explain the importance of the role played in the development of these active employment policies by active citizen-led initiatives creating co-operatives and worker-owned companies in Spain. Their working paper notes that, although Spain is one of the countries which have witnessed the greatest development of the social economy, the Work Integration Social Enterprises in Spain (WISE) which have still not received official recognition from those responsible for the Spanish government’s employment policies. Vidal and Claver (2004) argue that as a consequence of a failure in recognition, WISEs have no Spain-wide legislative framework and these enterprises have been developed outside the programmes implemented by those responsible for employment policies, to provide an answer to a problem which has proved hard to resolve by either passive or by the scarcely-developed active employment policies.

In South Africa there are many social enterprises such as the South African Council for the Blind. This organization has relied on donations to organize its many factories that employ people with all types of physical and mental challenges. The South African government has increased the
grant it pays employers who use the services of dis-
advantaged workforce from 60 Rands (US$12.00) 
to 1200 Rands (US$100). While government effort 
may be applauded with its measures to try and al-
leviate poverty through education and increasing 
social grants, there is still much that need to be 
done to get the entire business community and 
the nation to support the good causes of social 
enterprises (van Zyl, 2012).

In Zimbabwe the Jarois Jiri Association was 
founded by Jairos Jiri in the early 1950s in Bulawa-
yo, Zimbabwe to support and train disadvan-
taged people. The founder, Jairos Jiri, using Chris-
tian principles, wanted to help individuals who 
previously had been marginalized and rejected. 
Initially the association supported arts endeavors 
and training and set up craft outlets selling tourist 
souvenirs, such as carvings, paintings, tiles and 
furniture. In the 1970s legal representation and 
affiliate support groups were founded in the UK. 
Jairos Jiri Associations now house the disadvan-
taged, support musical and dance groups, and are a 
powerful advocacy for those who would otherwise 
have no voice in Zimbabwe (Farquhar, 1987). 
The Jairos Jiri Association has no Website but 
its factories are in Bulawayo, Gweru and Harare 
and the organization too can benefit from power 
generators and e-enterprise.

In Africa as a whole Africa a multibillion dol-
lar industry has been propelled by eye diseases 
and other communicable diseases of all types. A 
company called “Sight for Africa Foundation” is 
a nonprofit organization headquartered in Accra 
Ghana, and is dedicated to preventing needless 
loss of vision and total blindness on the African 
continent. The Foundation suggest on their website 
that about 50 million Africans will go blind from 
curable, treatable or preventable eye diseases. 
The Foundation’s mission is to reach the remotest 
corners of Africa to rescue people with curable or 
treatable eye diseases before it is too late. They 
too would benefit from Internet and wireless 
technologies to expand their operation in West 
Africa (Sight for Africa, 2012).

Lessons Learnt

Organizations that are successful are both effec-
tive and efficient. Successful corporations and 
individuals can only produce goods and services 
that are prized by customers. AI can be success-
fully utilized to determine what gives life to a 
business. The value creation process can be ap-
preciated using the 4D model to pinpoint at the 
efficacies needed in the industry and to determine 
how to make that successful. At the same time, 
effectiveness can also be achieved recognizing the 
environment in which the business operates. The 
firmdoes not exist in isolation there are stakehold-
ers and competitors that form part of the value 
creation process. There is intensive competition 
in the market and only those organizations that 
can compete on both knowledge and technology 
can succeed. AI is an effective strategy that can 
progress the business to its desired destination, 
creating more wealth for the nation or sharehold-
ers all the same. The COP approach is a useful 
strategy that allows those who have the experience 
and qualifications to meet regularly to advance 
the explicit knowledge needed in effective orga-
nization.

LIMITATIONS OF ARGUMENTS

Appreciative Inquiry as a methodology of intro-
ducing change in organization is limited in the 
sense that it only concentrates on the positive 
historical past and yet organizations are organisms 
that can thrive in chaos, and successfully learn 
from the past. Organizations can draw popular 
lessons from their past mistakes to build a better 
future. There is need to educate and inform users 
what Appreciative Inquiry is all about. As far as 
the community of practice (COP) is concerned 
not all those who possess tacit knowledge are 
willing to share what they know freely. There is a 
price for both technology and expertise. While the 
Internet has enhanced the bounder-less organiza-
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...tion, the COP concept may be difficult to implement because of cultural differences. In practice organizational boundaries have significant impact on knowledge transfer and innovation. Cultural differences such as politics or religion make it hard to break through organizational boundaries. There are other caveats too; the learner can also pick good or bad habits from the experts. There are limits as to what the COP can do. Assessments and evaluations are dependent upon what is being assessed. Technology available on the markets makes it easy to mimic organizational competences. The paper is limited to a theoretical discussion of how productivity can be enhanced to produce goods and services that can be demanded constantly by customers.

REFERENCES


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**KEY TERMS AND DEFINITIONS**

**Agent:** An agent is a company or individual acting as an agent: an organization, especially a company, that acts as the agent, representative, or subcontractor of a person or another company.

**Appreciative Inquiry (AI):** AI is an alternative methodology of introducing and managing change successfully in different types of organizations. The methodology uses the 4-D-Model as its technology hub for determining what may give life to effective organizations. The AI methodology has many advantages including the minimization of the resistance to change.
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Community of Practice (COP): The community of practice is about its joint enterprise as understood and continually renegotiated by its members. It functions as a mutual engagement that binds members together into a social entity. The COP has the capacity to produce a shared repertoire of communal resources (routines, sensibilities, artifacts, vocabulary, styles, etc.) that members have developed over time.

E-Enterprise: The word e-enterprise can mean an organization that uses computers to recruit people, trade all the time, allow its members to access human development portals at any time and projects its mission prominently on its website. The word can also imply computer-based organizations, such as large and small corporations, small businesses, non-profit institutions, government bodies, and the information technology that can allow organizations to advance productivity all the time.

Explicit Knowledge: Explicit knowledge is the knowledge, expressed and recorded as words, numbers, codes, mathematical and scientific formulae used to produce goods and services that have value.

Social E-Enterprise: Social enterprises are organizations that can be structured as for-profit or non-profit entities that apply commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders.

Socially Constructed Competency Model (SCCM): A socially constructed competency model is a profile produced as a result of collaboration among a team or a community of practice. It is a profile that is valid and constructed in a way that it can be easily used to support all intended human resource goals and focuses on the knowledge, attitudes, skills and technology required by the company.

Tacit Knowledge: This can be the knowledge possessed by the experts in the organization. Tacit knowledge is accumulated through many years of learning, and training and work experience in the field.

Theory of Structuration (ST): In this theory human agency and social structure are in a relationship with each other, and it is the repetition of the acts of individual agents which reproduces the structure. It implies that there is a social structure - traditions, institutions, moral codes, and established ways of doing things.