



The Eagle Organizational Paradigm

Scan >>> Swoop >>> Start

(Simply, the ability to visualize with depth and breadth in order to “Cataleyes”¹ Change)

Summary

The **Eagle** Organizational Paradigm provides users with a straightforward, powerful, and innovative approach to enhance their efforts to stay competitive in challenging business environments.

From scanning the horizon for opportunities within the Fitness Landscape (see below) to outlining specific processes and informal networks within Internal Transactions, a cohesive approach using the same **business model** components is invaluable. For example, “Deliverables” are a common denominator of policy outcomes, objectives, goals, and milestones. By recognizing this property, organizations can streamline their focus and strike the right balance in the use of resources.

It is also self-evident that any co-creative effort intrinsically relies on People performing designated Roles. VES incorporates both of these characteristics as Participants, and allows the personal interactions between People - a key determinant of organizational agility – to be examined.

Combining this range of diverse factors into a single business model format is both revelatory and invaluable. Consequently, resulting from such insights, the underpinning Value Exchange System (VES) provides a generic yet robust framework for representing the reality of organizational configurations and appraising their performance over any time horizon.

Further, as many associate a business model with *financial* modelling, VES can easily be used to incorporate this alternative perspective. It does this by linking its “value transactions” to activity based costs and revenues.


This is akin to Activity Based Costing (ABC), long shunned by the accounting profession and financial managers [1]. However, when the format of the VES generic business model is expressed as a spreadsheet, it can be used to incorporate costs and revenues associated with value transactions, thus facilitating financial analysis and planning.

Overall, VES offers everyone, whatever their level in an organization, an invaluable opportunity to reorganize with others their respective contributions and, together, achieve growth and success.

Further details are sketched out below.

¹ “eyes” is used as VES is a tool to facilitate visualization.

In all cases Catalytic Leadership [2] is appropriate.

Time Horizon	Spatial Concern	Underpinning Style ²	Thrust – Catalyses [C]
Long  Short	Fitness Landscape [3]	Envisioning	Energise Enterprise [E]
	Business Ecosystem [4]	Choreography	
	Value Network [5]	Orchestration	} Turbocharge Teams [T] } Mobilise Mates [M]
	Enterprise Internal Transactions	Fusion [6]	

The above can be remembered as $[C] = [E] + [T] + [M]$.

Note that each of the above incorporates the following components and their relationship:-

$$[P] \times [R] = [D]$$

Where:-

P represents People

R represents Roles

D represents Deliverables



Aide memoire:-

- Use the same business model components, whether scanning the horizon for opportunities (Fitness Landscape), outlining specific processes (Internal Transactions), or representing an intermediate stage.
- Utilize the common denominator between policy outcomes, objectives, goals and milestones which is “deliverables.”
- Note that any action depends upon people acting out roles, using the assets associated with each, designated as Participants in the business model.
- Assemble all the above in a generic business model called a Value Exchange System (VES).
- Analyse the [level of interactions](#) between people, ranging from “collaboration” to “coercion” as a marker of organizational resilience and agility.
- Use the spreadsheet format of VES to create a financial model.

² Containing a dynamic and holistic mix of “leadership” and “management” as exercised at all levels in organizations. Catalytic Leadership incorporates this mix.

Bibliography

- [1] M. Quinn, O. Elafi and M. Mulgrew, Reasons for not changing to activity-based costing - a survey of Irish firms.
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- [3] E. Beinhocker, The origin of wealth; evolution, complexity and the radical remaking of economics, London: Random House Business Books, 2006.
- [4] J. F. Moore, The Death of Competition - leadership & strategy in the age of business ecosystems, New York, USA: HarperCollins Publishers, 1996.
- [5] C. M. Christensen and M. E. Raynor, The innovator's solution - creating and sustaining successful growth, Boston, USA: Harvard Business Review Press, 2003.
- [6] R. Heller, The Fusion Manager, London: Pofile Books Ltd, 2003.

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