

## Organizational Instability

Civil society organizations, trade unions, political parties, governments and corporate entities, all at some time, experience some level of internal conflict which gives rise to instability within the ranks. Generally, this comes about as a consequence of personal or group division, the non-acceptance of collective responsibility and where they are perceived problems with the leadership and management style of the head of the organization.

The nature of this instability problem is its impact on the effective functioning of the organization. In many cases persons become disillusioned, uncooperative and disinterested. It is more problematic when it results in a reduction in productivity, heightens tensions, and significantly stifles the work of the organization towards achieving its goals. The point is to be explicitly made, that where such anarchy exists, this creates a base for persons with a negative attitude, no positive outlook, no sense of purpose other than their self-interest, to work at undermining efforts which are aimed at moving the work of the organization forward. Truth be told, those who fall into this category, do a good job at offering criticisms but seems to lack what it takes to offer any ideas.

Those who find themselves in leadership and management and resort to dictatorial behaviour and actions, can only hold themselves responsible for the tensions, resistance is developed, and the limited support received. This exclusive and domineering type of leadership tends to be fuel antagonisms. All of this helps to contribute to fighting within an organization. While this is not healthy for the growth and development of any organization, it cannot be ruled out that competition is desirable. It cannot be ignored that no organization is immune from infighting. This would come about where there is a clash of egos, senses of entitlement and fear of competition.

To engage in the process of micromanagement is equally as bad, for those who engage in this practice, demonstrate a clear disregard and disrespect for the lines of authority or chain of command. Micromanagement is a dangerous practice. Those who seek to micromanage are sending a message that they are power hungry. Is this a case of the individual being overambitious and overzealous? It certainly does not inspire confidence, and moreover, it is left to ponder as to what are the intentions of the individual, who by their actions, suggest non-compliance in observing the organization's rules, operational guidelines and procedures.

If it is that the primary goal is to maintain organization stability, confidence and optimism, leaders and managers of organizations, institutions and enterprises should understand the wisdom in behaving and acting in appropriate ways, acting rationally, engaging colleagues, workers or members, and ensuring that there is effective communication. Leadership must take responsibility for creating and safeguarding organizational stability. The exercise of visionary leadership, the promoting of transparency and accountability are important to achieving this end. It would be a glaring omission if it was not added that leaders should refrain from unilateral decision making, as this can be proved to be the most problematic to maintaining organization stability.

Leaders and managers should concern themselves with the fact that it is in their best interest to have predictable behaviours. It is recommended that they should not be resistant to change and ought to be open to embracing of new ideas. They should be cautioned against any tinkering with the bureaucratic system, which is governed by a rule based system. Avoiding being over emotional or erratic in their behaviour is highly advisable, as this can open the door for the withdrawal of support and for undermining to take root.