Chapter 16
Alternate Techniques to Chart Practicality in Organizations

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ABSTRACT

The discourse presented in this chapter is about alternative change management techniques hinged on pragmatic social construction ontology to champion productivity. All companies are designed and up-shoot specific goals. In those entities, talented individuals can be hired to play exact roles in the production of goods and services valued by customers. In addition, they collaborate to enhance explicit understanding needed in triumphant businesses. Data available show that corporations that prioritize activities by re-engineering the division of labor and comprehending emotional intelligence in organization yield increased outputs. The new specialists can define the explicitness critical to optimization of production and minimization of liabilities and typify that practice makes perfect in supporting extraordinary performance. Dividing work in the value-creation process enables innovative thinking to happen. The structure should be assessed and evaluated to match talents to tasks and to use the comparatives to advance team play necessary to win.

INTRODUCTION

The arguments presented in this debate are in four parts. The first part provides an introduction to social constructs and how they are defined and applied in framing successful enterprises. Some of the key terms used in the deliberation are also explained. The questions asked to progress the discourse are: What is

a social construct? How is it applied in the context of business organization? In an effort to make the reading lucid, an examination of a value creation process using the Adam Smith pin-making factory is made. The design and implementation of useful business structures is illustrated in the pin-making enterprise. The second part reviews a carefully selected piece of literature and a case study to comprehend how winning enterprises can be designed and implemented. Different perspectives are drawn to aid the comprehension of how collaboration forums can be utilized to make specialization real. The third part demonstrates how the construct of emotional intelligence (trait EI or trait emotional self-efficacy) provides a comprehensive operationalization of emotion-related self-perceptions indispensable in developing realistic metrics to support high performance. An example is drawn from the World Cup 2014 in which the German team defeated the Brazilian side using intelligence derived from knowledge of the game of soccer and physical fitness. The last part draws a conclusion and mentions the limitation of the arguments presented.

What Are Social Constructs?

Social constructs are described in many ways. Two definitions provided here are (1) Social constructs are methods and techniques derived from positive psychology. They are applied to create the synergy necessary to make ends meet or solve problems in varied organizations. The process involves effective inter-personal communications; and, the dynamics can lead to the formulation and implementation of highly productive teams. (2) The second definition is borrowed from Merriam Webster Dictionary (2014) and reads; "a social mechanism, phenomenon, or category created and developed by society; a perception of an individual, group, or an idea that is *built* through cultural or social practice". Social constructs are viewed as the by-products of countless human choices, rather than laws related to human judgment. Berger and Luckmann (1966) draw on Alfred Schultz (1899-1959) to introduce the term *social construction* in organizational studies. They triggered an ongoing debate about the viability of social construction as an indispensable tool and technique that aid meaningful learning and decision-making. Berger and Luckmann argued that the *centricity* of social constructs was on the capacity of groups to produce explicit knowledge necessary in growing winning organizations. In the discourse, organizational reality can be projected and developed by a group of people from the same organization who are passionate about this matter. They can meet face-to-face or in cyberspace at any time. In Mupepi (2017), various scholars percolate ideas about how to grow successful enterprises. For example, Kasemsap (2017) characterizes talent management and human capital as essential in successful global enterprises. Creativity and innovation is associated with learning and the ability to embrace change very quickly. Kasemsap argued that talent could be described as the collective knowledge and abilities possessed by the people doing the work. Knowledge, skills, abilities, values, and technology can be configured in the value creation process to produce the goods demanded by the customers.

Core Competencies in Organization

The techniques to construct the core capability of the organization are deduced from scholars such as Prahalad and Hamel (1990), Giddens (1984), DiMaggio and Powell (1983), Baporikar (2017), and Mupepi (2017a) among many others. Prahalad and Hamel (1990) propounded that a company's competitiveness is derived from core products and core competences. They argued that the following criteria should be fulfilled: they should provide potential access to a wide variety of markets, make a significant

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