Designing and Explanation of a Model Agility Organizational

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Abstract: New organizational era figures, the environment is dynamic and uncertain characteristics, Organizations to define, design and agile, effective role in the success of the environmental changes.In this paper, after reviewing the literature, the role of individual factors such as organizationalagility, Responsiveness,Competeency,Speed,Flexibility,Capabilities agility, Driversagility, Continuous learning,Performance Evaluation, Continuous innovation,…. The Delphi technique is used to develop a series of weighted Agile and Lean SCM practices and also the importance of paradigms through experts in automotive research topics. As a way to illustrate the application of the index and find out if it returns return meaningful values, a case study is presented

Key words: Agility, Agility level, *Organization Agility,*

INTRODUCTION

Present organization face to some invironmetal features include fast development of technology ,raising the risks, globalization and privately expectation so that agility will create competence successfully which is kept by famous innovation and quality. The organization and firms like other producers have to gain agility to compete in 21st century since modern organizations are strained increasingly to find new and active competitive ways in global dynamic market.

Agility is emerging as an important dynamic capability in contemporary business environments. Many industries once considered to be relatively stable have evolved into fiercely aggressive environments in which long-established industry giants are being threatened by nimble start-up firms scattered across the globe. In order to create competitive advantage, organizations must sense and respond quickly to changes in customer preferences (Nicholas & varun, 2012). New ideas continue to emerge with accelerated speed pushing old business culture to extinction. In the past, we used physical office structure as one of the necessary factors that determines success but today's organizations have brought virtual organization into existence. Today, expansion and retention of workforce is the idea that is acceptable to business while downsizing is a forgone idea. Great leaders are more interested in how to effectively anticipate and adapt the entire organization to change(Abed Elkareem *et al*, 2011).

Today, expansion and retention of workforce is the idea that is acceptable to business while downsizing is a forgone idea. Great leaders are more interested in how to effectively anticipate and adapt the entire organization to change. Organizations with adaptability as one of their main characteristics can survive and prosper in today's environment. Research on how organizations cope with uncertainty and change using the term ‗adaptability'', investigated how the organization's form, structure, and degree of formalization influenced the ability to adapt (Burns and Stalker,1961).

In the 1980s, research paid more attention to the concern of organizational flexibility. A number of economists such as Reed and Blunsdon (1998) highlighted and suggested that organizational flexibility is an organization's capacity to adjust its internal processes in response to changes in the environment. The review of research on flexibility by Volberda (1996) and De Toni and Tonchia (1998) shows that most of the definitions of the flexible organization emphasize the ability to adapt and respond to change(Abed Elkareem *et al*,2011).

An equally important attribute of agility is the effective response to change and uncertainty (Goldman *et al.*, 1995; Sharifi and Zhang, 2001) Sharifi, and Zhang, (2001) add that the attention of most organizations is focused on their concrete material resources and leave the concept of changing Agility, despite its importance without the observance of the factors affecting them(Abed Elkareem *et al*, 2011).

Therefore, Sanchez & Nagi, (2001) indicate the need to know the factors affecting the application of the agility concept in organizations in order to develop productivity and says that the problem our age lies in the abundance of information, knowledge and science so it become so difficult to manage the term Agility emerged

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to overcome these problems, so the solution is adoption and application of the concept at organization and at the same time taking into account factors affecting it (Boehm, 2003). Noted in his study of which "It is astonishing to find organizations in their various field of work are concerned with the creation and application of the agility concept and factors influencing it, which has a vital role in making change and the ability to adapt, in addition to its role in the development of the product and that will lead to sustainability within the Organization (Abed Elkareem *et al*, 2011).

Concept of Agility:

For the first time Iacocca agency used agility to explain needed capability of modern production which was reported as the strategy of industrial special in 1991. agility word describes quickness and responsiveness when an organization meets internal and external there is no certain description for agility for it is new subject .how ever Agarwal, Shankar & Tiwari (2007)review different its definitions as an article.
   ✓ To present value to customer, preparation to meet changes ,notice to importance of skills and make participation (Goldman,Nagel&Preiss,1995)
   ✓ Able to produce a lot of cheep and quality and present them in short time. (Vokurka&Fliedner,1997)
   ✓ Its relationship between organization and market in fact its base of competition. (katayama&bannett,1999)
   ✓ When an organization can accelerate the quantity and variety of products. (christopher, 2000)
   ✓ Usage of business knowledge and virtual organization of opportunities (Mason-jones, 2000)
   ✓ Reply to costumer business turbulence and gain.necessary capabilities by thinking. (VanHook, Harrison & Christopher, 2001)
   ✓ Able to recognize demand, fast reply, inflexibility and same time operation. (Itken, Christopher & Towill, 2002.
   ✓ Creative products and unstable demands shows agility providing (Yaghoobi & Azadikhah,2011).

This requires specific capabil- ities, in addition to those that can be achieved by means of lean thinking. A key consideration in this definition is the fact that agility is built on leanness. Thus an organisation needs to become lean by implementing practices that will reduce waste in its operations before it can achieve agility. Thus, leanness and agility are complementary rather than being mutually exclusive. There- fore, leanness and agility can be integrated in practice (Yusuf et al,2012)

As oil companies move from the practices of retaining all needed capacity in-house to a higher level of outsourcing, greater integration and SCM capability have become profoundly important (Zhou et al., 2010).

Organization agility tools:

organization tools and agility enablers which include organization , labour force, Structure of organization :it should be flexible so an organization can improve it by:
   ✓ Participation with other organization
   ✓ Improving flexibility via decentralization and make flexible structures.
   ✓ Distribution of reconstruction

Individuals: ability and inflexibility of people have key role in agile organization which faces to permanent circumstances change.
Information technology : a benefit of agile systems is having high informational capacity .in addition to exchanged information among cooperated organizations shows necessary of secure their key information
   systems ,relationship and inflexibility which secure information and IT developed more than other technologies and industries and its different types is used expand with new technology.
Innovation and creativity :its more effective that organization provides the solution to customers than sales the production and it should end to accomplish ordering reality and achieve all certain costumers needs.

Agility Capabilities:

capabilities as certain same abilities in an organization so that it can reply to changes.
Responsiveness : its ability to recognize the changes and reply to improve them quickly.
Competency : many abilities provides productivities of operation to receive the organization goals. in other hand its ability to effective achievement the organization ends and purposes.
Flexibility : operation of different procedures and gain the goals by same sources and equipments.
Quickness :its capability to execute an operation on the shortest ime.(Macauly,1996)

Improve Agility Capabilities Of Organization:

The organization will consider to develop agile capabilities and usage as a competitive benefit in active and competitive business circumstance .

If the organization doesn't define to be active and required before .it meets the problem to improve agility .Here ,agility is described as ultimate way to improve.

While Vokurka &Fliedner (1998) present an improvement model of agility according to Ferdows&M (1990) this chart shows the organizations probably touch to fail. this sand hill model which is Ferdow&Dimirs expanded design suggests to firms and organizations to make agile particularly (Yaghoobi & Azadikhah,2011).

Agile Methods:

Agile methods may fail in various ways when they are applied "out of the box", that is, with no or little adaptation, in contexts that are very far, at least on some dimension, from the context in which they have been originally created. Rather than an analysis of the root cause, this usually triggers screams of "you must have not done it right" by its proponents. And this again leads to discussions of "purity", "scrumbuts", and so on.

Agile methods can be stretched with variable success outside of the context in which they have been created; for example, scaling them up to larger projects, or across distributed teams. In our experience, the contextual factors that have the greatest risks of derailing agile projects are:

• Size
• Large systems with a lack of architectural focus
• Software development not driven by customer demand
• Lack of support from surrounding stakeholders, traditional governance
• Novice team
• Very high constraint on some quality attribute (Philippe Kruchten,2011).

Conclusions:

First of all studies on the subject were collected. Then, do qualitative research in this field began. Fifty-eight different components, was presented by scientists from different research fields within management, Finally, the hearing panel of twenty-nine factors were management professionals. These factors include the following:

1) Organizational Structure
2) Organizational Culture
3) Leadership
4) Information Technology
5) Virtual Organization
6) Team Working
7) Change Management
8) Continuous Improvement
9) Concurrent Engineering
10) Multi-skilled and Flexible People
11) Research & Development Unit
12) Responsiveness
13) Competeency
14) Speed
15) Flexibility
16) Capabilities agility
17) Drivers agility
18) Continuous learning
19) Performance Evaluation
20) Continuous innovation
21) Organizational The knowledge-based
22) Communication and Processes
23) Strategic planning
24) Reduce Costs
25) Quality of Service
26) Social Responsibility
27) Diverse needs of customers
28) Complex competitive environment

Acceptance agility

Then they suggested that other factors were added to the table and was asked again. The approval of experts in the conceptual model, Were evaluated. After five times of the elite management and organization following model was proposed:

Conceptual model of agile organizations using systematic approach
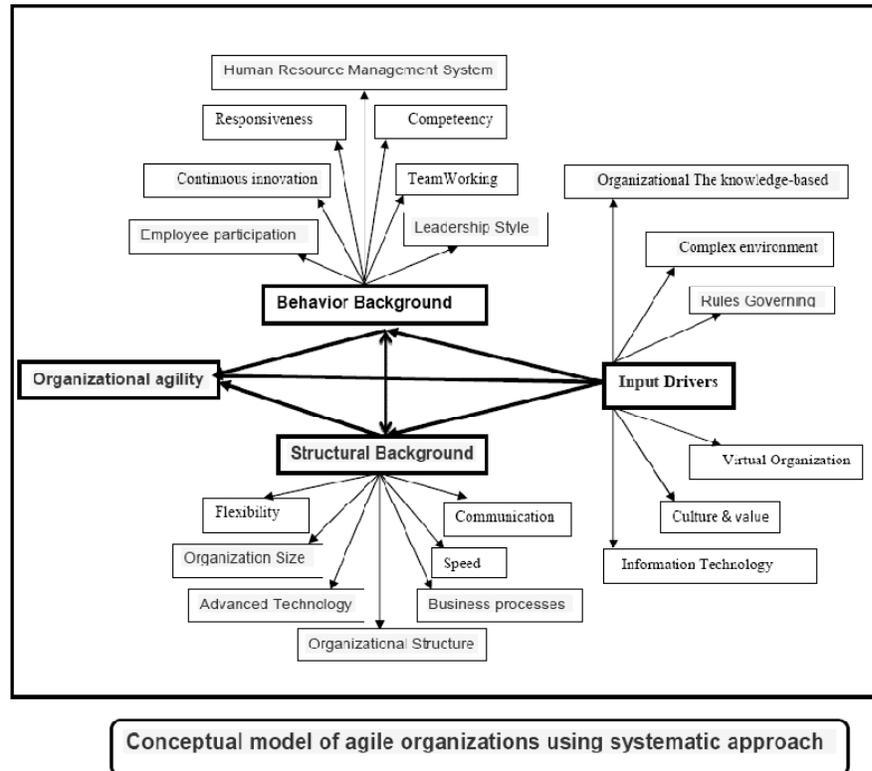
The authors proposed future use of the components, the organizational agility, trying to explain the model to develop agile organization. The opinions of scholars and researchers, the authors reach the desired goal, an assist.

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