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Exploring the Ideals of Renaissance through the notions of Kaizen: Approach to the Functioning of Globalised Business World

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Abstract

This conceptual paper deals with the strength of Renaissance and Kaizen practices in the past and present business world. It explores the merits and demerits of practicing the Renaissance and Kaizen concepts as independent solutions to encounter business challenges. The paper also highlights the basic difference between western and eastern organization approach towards approaching business problems. It proposes the need for an amalgamation of Kaizen as well Renaissance concepts as solutions to the conflicts that arise in the present business world. It analyses how Kaizen alone, with its own set of limitations may not able to look beyond certain levels to bring maximum benefits in the long run. At the same time, it also examines how the practice of Renaissance notions which believes in new innovational change as a solution for all problems is not entirely a feasible and lasting business concept. The paper outlines the salient features of Kaizen and Renaissance and explores the major differences between them. Finally, the paper explores how these concepts could be effectively fused to maximize the benefits in a globally transformed business world.

Keywords: Renaissance, Kaizen

1. Introduction:

The nature of competition in the modern business world is such that organizations need to power on the way they deal with the outer rivalry by adjusting to the steady changes further increase a good fortune. The pressure on organizations to compete in a global level is leading to unprecedented competitive pressure and dynamic strategic alliances. The effects are indicated in the increasing number of multinational ventures, acquisitions and mergers of organizations at the global arena. With technological changes forcing the organizations to adapt to the newer technology, there are also significant changes in the way modern organizations work to develop interface with suppliers and customers. It is progressively getting to be vital to comprehend the cultural changes and surveying cultural risk in overseeing change process. In fact, it has turned

into a standard practice for associations towards adjusting system and society to the planned change.¹

It has been built by various specialists (in the wake of exploring 759 businesses over 17 nations) that the single most prominent variable in the achievement of innovative organizations is organizational culture.² As per this view, any organization's success or failure is to be bottled down to the organization culture. Evidently, the companies with superior cultures dramatically outperformed the others that lacked it even during critical business environment.³ The cases of organization in the west like Apple and have shown that business which is centered on a culture of improving people lives had a growth rate triple than that of competitors in their business sector.

Traditionally, the idea of catering to the people involved in the organization has strong base in cultures of the organizations of the East. Regularly eastern cultural focuses concentrate on creating long haul organizations and managed admiration for individuals. Chinese and Japanese cultures reflect this logic both in their individual and expert connections.⁴ While the Indian partners counterpart a greater test of holding the best ability, deliberations are on to figure out how to balance between individuals introduction. With a population in excess of one billion and a developing ability pool, associations need to constantly enhance and captivate representatives while enhancing customer satisfaction. It is interesting to note that hierarchical organizational structure in the Eastern set up adds another dimension to the whole idea of business. It impacts representatives to worship and even have hindrances in approaching their bosses and administrators. Senior initiative measures representatives on their readiness and capacity to grasp change. In such complex and focused situations, order supported by execution observing appears to empower Eastern organizations to effectively actualize change activities however it has disadvantages of its own.

The Western organizations then again have a tendency to keep up a "flat culture" elevating open entryway strategies to fabricate connections and solidarity. While powerful on different fronts, this could make it harder to actualize changes because of casual work spaces. It typically advances "Individualists" who are profoundly undertaking focused and concentrated on accomplishing things. While this guarantees meeting objectives, it doesn't help in developing a managed culture of representative possession which is the main thrust behind any continuous change activity. A discriminating questions remains, does the administration style of driving

¹ Anthony Cleaver, *Tomorrow's Company*, RSA, Volume 143, No. 5465, Royal society for the encouragement of arts, Manufactures and Commerce, 1995.

² Rama J Joshi " High Performance Culture ,Indian Journal of Industrial Relations, Vol 37, Shri ram centre for industrial relations and human resources, 2001.

³ Rama J Joshi " High Performance Culture ,Indian Journal of Industrial Relations, Vol 37, Shri ram centre for industrial relations and human resources, 2001.

⁴ Roger Gill ,Niall Levine, Douglas C Pitt , " Leadership and Organisations for the new millennium, the journal of leadership studies , volume 5, No. 4, 1998.

execution exclusively by quick business targets compare to achievement? The companies have succeeded in adding value to their corporations by engaging in such activities as R&D, manufacturing, BPO and sourcing from India. For some companies, this has become a key competitive strength, differentiating them from global competition.

This paper aims at exploring the possibilities of fusing the spirit of individualistic professionalism inherent in the initiatives of Western organizations with the sustained collaborative approach of the Eastern organization towards achieving effective progress in the field of business.

2. Review of the Context

The best organizations had the capacity catch generous piece of the pie through business redid techniques, present industry modifying advancements, show solid monetary execution. The western companies in Eastern such as in India adopt their own strategy which can contribute additional value for their organizations. Renault, have built an export business for both tractors and components plan to increase exports 6 fold to 6000 units in 3 years during initial start-ups in 2006. It is important for western organization (EU) to direct appropriate resources towards India and ensure speedy and favorable decisions.⁵

This requires solid administration vision and understanding of the opportunity within reach. Supporters could be senior India managers who started in the Indian system and advanced through the organization. as in the case of UK pharmaceutical major GlaxoSmithKline or members of the management team who recognize the promise that India holds and are dedicated to ‘making it happen’.⁶

To align the organization behind exhibited market potential and help circumvent short term hurdle. The India CEO's achievements at the partnerships worldwide gathering. Long haul targets and goals likewise help impact how administration contemplates the business in the short to medium term. For example, UK confectioner Cadbury links these targets back into the management process of targeting and monitoring and uses them to form a baseline for discussions with the regional and global teams. Multiple business unit organizations operating in India may have a need for an activist country management role, while this may not be the norm for the organization in other countries of operation.⁷

Successful companies have understood that it is not just about products but providing the right value proposition, and have thus been able to find success across various price points. The leadership plays very important role in the initiatives on the grounds of innovation with continuous improvement. Companies catering to the mass market, such as HLL, have employed breakthrough efficiencies that enable them to break the price barrier and supply high quality goods at affordable prices. Philips has used this logic to cut the price of its acclaimed Compact Fluorescent Lamps sold in India from Rs. 600 to Rs. 140. On the niche side of the spectrum.⁸

⁵The Boston Consulting Group and Confederation of Indian Industry, "Ten tips from successful European companies in India", European union report, 2005.

⁶The Boston Consulting Group and Confederation of Indian Industry, "Ten tips from successful European companies in India", European union report, 2005.

⁷Jay Edwin Gillette, "Leadership for the information Renaissance: Clarity, Challenges, Opportunity", Ball state university, 1999.

⁸Ian Brooks, Jamie Weatherston and Graham Wilkinson, "Globalizations, challenges and changes – 2014, www.catalogue.pearsoned.co.uk/assets/hip/gb/hip_gb_Pearsonhighered/samp

3. Analyzing the Context

It is in this context of changing global scenario this paper attempts to understand the approaches of the East and West to a business environment and arrive at certain inferences.

Kaizen Approach:

KAIZEN is a culture of supported ceaseless change concentrating on disposing of waste in all frameworks and methodologies of an association. The kaizen method starts and finishes with individuals. With Kaizen, an included authority aides individuals to constantly enhance their capacity to meet desires of astounding, ease, and on-time conveyance. Kaizen changes organizations into 'Predominant Global Competitors'.⁹ The standard that drives Kaizen is that not a day ought to go without a change being made some place in the organization.

However, when Kaizen is adjusted in organizations and administration viewpoints, notwithstanding, it is simpler to discuss it than to execute it. It is exceptionally common that individuals will propose a change in their work place, when they get to be unsatisfied with their current condition. Also, managers who are not tuned in to the realities of the working environment are likely to miss chances to make the best utilization of their current resources.

Renaissance Leadership:

There are numerous basic topics between leadership among human expressions and in business which get to be incredible lessons for current business organization. There are qualifications moreover reveal to; it is helpful to appreciate what these similarities and refinements are.¹⁰ Instead of traditional organization framework the Leadership in arts does not have build frameworks and comparisons. On the other side artistic leadership shows the many possibilities which are not yet seen identified. This converts uncertainty in to hope and difficult situations in to opportunities. It primarily touches reaffirming humankind and articulations of the absolute entirety, which from audit of history; a few key attributes develop as including the basic dangers among all extraordinary and powerful specialists.¹¹

Renaissance in the setting of 'Innovative of all types' methods one must underscore with portfolio methodology to advancement, radiating from dreams without edginess. The portfolio is constrained to simply product improvement as well as concentrating on plans of action, customer satisfaction changes and also continuous improvement. It has to incorporate assembled beliefs, representative leadership to be innovative, and an option that is more than simply making profit. The idea could be traced back to Galileo. Using his primitive telescope, Galileo sought new facts about old science phenomena.¹² He did not settle for the extensive apparently cogent explanations, actually he considered them comprehensive, very logical and experimental theories. Similarly strategic thinking must be about the search for observable facts not to verify but to risk

⁹ Jason Gerros and William Scotto : Kaizen rapid change for a rapidly changing world, www.process excellencenetwork.com/orginational-change/articles,2014.

¹⁰ Jay Edwin Gillette, " Leadership for the information Renaissance : Clarity ,Challenges,Opportunity " ,Ball state university,1999.

¹¹ Jay Edwin Gillette, " Leadership for the information Renaissance : Clarity ,Challenges,Opportunity " ,Ball state university,1999.

¹² Karl Appuhn. " Tools for the development of the European Economy A companion to the worlds of the Renaissance.01/01/2007.

own strategic ideas and learn from the process. Many times it was highlighted mainly on the specific strategies worked successfully; just it will become as in the astrology predictions as managerial approach.

Certainly, the world has moved far since the days of Galileo. A lot of development has taken place. However, there is an uncanny parallel to the ages of Renaissance to the modern world. Consider the drastic changes that have altered the imagination of the world in the last thirty years. The media and IT communication has heralded a new world of extreme connectivity and newer confusions. Thirty years ago the World Wide Web did not exist.¹³ But in comparison to look at the how many times in the last week have you used the internet to facilitate for ones learning and social network? The all leaders of the top 20 countries in the world the G20 when they were at university is a resounding ‘none’. There was no internet. Political world had seen the change from communist influence in the west and change over to democracy and later formation of EU.¹⁴

The development of globalization and competitive advantage and trade harmonization through WTO did not exist before one generation. There was no global ‘war on terror’. No one is sure any longer which way the world economy is heading to. Evidently, the challenges and uncertainty faced during renaissance are still a biggest thrust in comparison with present business situation and developments. And the answer may no t be any longer the tested Western idea of Individualism alone.¹⁵ There is certainly the need to explore the way we can combine the merits of Individualism with something equally substantial. It is precisely this aspect this paper aims to explore. The silent features of the Renaissance and Kaizen are briefed in the following parts of paper. After analyzing the limitations of the both, the paper attempts to outline the benefits of an appropriation of Kaizen through Renaissance values of the west.

4. Kaizen and Eastern Business world:

Kaizen as an issue has been initially used by Toyota and that has turned into the culture in all Toyota units in Japan and abroad. It gives a structure to channel the opportunities for development located by any worker and believer them into acknowledged changes that have a constructive effect in the way individuals perform and see their work. Kaizen requires a formalized structure inside the Organization, where collaborator suggestions are assessed, actualized, evaluated and perceived as per their arrangement to the organization's announced goals for continuous improvement.

The benefits of Kaizen incorporate the support of all collaboration in enhancing and transforming (advancing) the association in little, consistently, incremental steps that don't lose viability over time. The continuous each small steps upgrades continually further the changes inside the business organization to a through and through to newer level.¹⁶ The quickest approach to intention an issue may really be by utilizing devices concentrated on change. In this quickly

¹³ Jay Edwin Gillette, “ Leadership for the information Renaissance : Clarity ,Challenges,Opportunity “ ,Ball state university,1999.

¹⁴ ¹⁴ Karl Appuhn. “ Tools for the development of the European Economy A companion to the worlds of the Renaissance.01/01/2007

¹⁵ Ian Brooks ,Jamie Weatherston and Graham Wilkinson ,”Globalisation ,challenges and changes – 2014,www.catalogue.pearsoned.co.uk/assets/hip/gb/hip_gb_Pearsonhighered/samp

¹⁶ Jason Gerros and William Scotto : Kaizen rapid change for a rapidly changing world,www.process excellencenetwork.com/orginational-change/articles,2014

evolving environment, if one finds that process changes are happening all the time, activities additionally need to have the speed and agility to change with the times. Kaizen as a methodology can accelerate that change transform and all the more importantly finalize the solutions into standardized processes expeditiously.

Facilitating a Successful Kaizen Process:

A refined approach to finishing a Kaizen is the best approach to guaranteeing the results. More crucially, the approach needs to be supported by pioneers who have great team building abilities, astounding cooperation capabilities, conflict resolution skills and in depth negotiation skills.. This kind of pioneer, coupled with an empowered gathering, is best balanced for achievement. Kaizen can without a doubt diminish issues by using the above criteria for the facilitator while imitating an exhaustive application of a 10-stage approach.

Kaizen's Ten-Step Process-Continuous process improvement methodology can be moulded from Kaizen's 10 steps, including Six Sigma, Plan Do Check Act (PCDA), or even Select Clarify Organize Run Evaluate (SCORE).¹⁷ This adaptability gives the Kaizen a capacity to be utilized all through your association by any accomplished facilitator. Characterize the issue ; Document the current circumstance ;Visualize the perfect circumstance Define estimation targets; Brainstorm answers for the issue; Develop Kaizen plan; Implement arrangement ;Measure, record and contrast results with targets ;Prepare outline records ;Create short term action plan, on-going standards and sustaining plan.¹⁸

The distinction in the middle of Kaizen and different occasions is timing. Kaizen by definition is small changes for better. This in the just in time procedure change capabilities additionally relies on the greater part of the members purchasing into agreement that the progressions are right and helpful.

The high point about the Kaizen process is that people who truly comprehend manufacturing at a nut and bolts can get involved in presenting upgrades. Somebody who is directly involves in day to day problem and attends the problem who knows very well about the problem. In Kazian make fare option for the people to involve in improvement process with shared common interest.¹⁹ All ideas are very well respected and encouraged. Consequently, it is usually quite easy to get a feel for the culture of a company.

5. Exploring Renaissance values for re-examination of business world

The renaissance economy that developed out of the fourteenth century emergency and ruled European economic concepts and practices until the centre of the seventeenth century, presents current viewer with inquisitive blend of archaic and novel practices.

¹⁷ Jason Gerros and William Scotto : Kaizen rapid change for a rapidly changing world, www.process excellencenetwork.com/orginational-change/articles,2014

¹⁸ Roger Gill ,Niall Levine,Douglas C Pitt ,” Leadership and Organisations for the new millennium,the journal of leadership studies ,volume 5,No. 4,1998.

¹⁹ Anthony Cleaver, Tomorrow's Company ,RSA ,Volume 143,No. 5465,Royal society for the encouragement of arts, Manufactures and Commerce,1995.

Features of Renaissance

What was different about the Renaissance economy when contrasted with the medieval world that went before it, and additionally the advanced industrialist framework that followed? It is obvious that the majority of the system that made the Renaissance economy conceivable, saving money, credit, a financial economy, and complex contracting instruments obliged a decently moderately high for the period.²⁰ The a large portion of the centre components of the Renaissance economy, Guilds ,workshops, Traditional area residency plans ,constrained work started to vanish amid the seventeenth and eighteenth hundreds of years, when the Renaissance economy went into decline and business private enterprise started its dominance to strength in northern Europe.²¹ Numeracy was the springboard for the development of the cutting edge economic framework, since without it there could have been no joint –stock organizations, stock trades, also the route's and sea innovation fundamental for the Atlantic economy to extend to ports and markets on the furthest side of the world.

The vast majority of the engineering however depended on either water or animal power, and just with agrarian innovation, this imposed an upper limit on productivity, which would only be exceeded in the eighteenth and Nineteenth century with the introduction of steam energy. These industries were subjected to a procedure of advocacy amid the Renaissance that is vital in light of later improvements in the process of labor workshops. Specialists in these areas were progressively prepared in particular, tedious undertakings as opposed to the whole procedure of production, as was the situation in the organization workshops.²²

The most renowned Renaissance case of justified industrial organizations was the Venetian Arsenal, where the republic assembled and kept up an large fleet of business and war vessels. High society in the renaissance was altogether characterized by the closest conceivable adherence to traditional principles of style.

In Renaissance period, there were advance practices of workshops, the bank, trading was the most important bequest of high middle ages to the Renaissance economy to modern one. There are visible accounting practice differences between the quantitative reasoning of the Renaissance, and present practice of numbers and statistics. In the past the merchants and bureaucrats during Renaissance were mainly concerned with totals and subtotals, not regressions and projections as present.²³

The approach to probability and quantitative developments during 18th century could be traced back to a Renaissance. The humanists frequently came from professional rather than aristocratic backgrounds so did such experts in the vagaries of nature as artists, metallurgists, surgeons, and military architects. The experts like Leonardo da Vinci and architect Donato Bramante they considered themselves illiterate for their lack of proficiency in Latin, but they often carried out humanist aesthetic ideals and a humanist's mission of active explorations.²⁴

²⁰ Stuart crainer and Des Dearlove .The short history of the great business ideas- Business strategy review" Volume 17,Issue 3 , 2006.

²¹ Ingrid D Rowland ." High Culture ".A companion to the worlds of the Renaissance 01/01/2007 ,www.dx.doi.org

²² Sean d jasso and Goran dragolovic ,From Michelangelo to the modern boardroom vision ,courage and creativity – Artistic insights on effective leadership,2004,volume 7,issue 2. www.gbr.pepperdine.edu/042/arts.html

²³ Ingrid D Rowland ." High Culture ".A companion to the worlds of the Renaissance 01/01/2007 ,www.dx.doi.org

²⁴ Sean d jasso and Goran dragolovic ,2004

The Latin was the highly practiced language during the European Renaissance. The language carried the strength of legacy of ancient Greece and Rome. It produced acute sensitivity to individual variations of language and culture but also a common attachment of well loved literary works, myths, stories, visual and metaphorical images. Its roots connects the classical culture applied the same criteria and the same terms to speaking, writing, building, painting, musical composition, sculpture, and city planning. In the fifteenth century the development of printing helped the spread of this broadly shared high culture across the globe.²⁵

Renaissance features in the business arena

The key actors during renaissance periods- merchants, bankers, manufacturers, and farmers were practicing these medieval tools to new and unanticipated uses in the quest for larger markets and higher profits. In the depth it reflects that in despite the archaic nature of many of the features of the renaissance economy, its spirit seems to belong to the modern age.

The applicability of the leadership in modern business world it resonated from Renaissance, it highlight the three of key leadership traits of Renaissance- vision, courage and creativity. The sculpture of Michelangelo's-the statue David-reflects that vision of a new humanism.²⁶ This sculpture features that there is no longer cowered in response to the contingencies of life and was paralyzed by fear, but stood in blood confrontation. The right hand which symbolized his courage and physical power was disproportionately large; which brings that with it David would control a new destiny and shape a new world. It is not just carve a block marble, rather brings the new demisions of thinking to a civilization that for a thousand years had lived in fear and superstition without making much progress. Through bringing this new vision, hope, and courage in a statue. One can argue that with the birth of Michelangelo's David, a new Europe was born-a modern Europe that was awakening from the dark ages. When look back on this renaissance era, no one can doubts that the professional artists like Michelangelo are the leaders. If having great influence is at the heart of leadership then Michelangelo is the very embodiment of leadership, for he shaped new realities for his time and ushered in a new era.

It has become important for the leader to give the dimensions of innovations and creativity to ensure business progressiveness. The leaders develop the idea within which lies the proactive based management approach. It also means that leader with proactive approach can able to visualize the future challenges /opportunities and ready to face any unforeseen circumstances. The successful organization is the one which can not only perform better with fixed controlling tool during normal business operations but also during unusual critical situations. The renaissance approach which emphasis on the innovation and creative developments based on proactive approach from top down rather than bottom up as in case of lean management system may seem to counter Kaizen which stresses on the continuous improvement to achieve business efficiency within the frame work of business boundaries through the involvement of everyone.

The two extremities of the two side approaches, however, may complement each other if a way to fuse the merits of two successful models is found for the present business operations. This gives us orientation towards a balanced approach which has to address both innovation and continual improvement in the business system. It is to be essentially amalgamated in to a single approach, in order to be there in the successful organization. The successful approach for modern business

²⁵ Stuart crainer and Des Dearlove .The short history of the great business ideas- Business strategy review" Volume 17,Issue 3 , 2006.

²⁶ Sean d jasso and Goran dragolovic ,From Michelangelo to the modern boardroom vision ,courage and creativity – Artistic insights on effective leadership,2004,volume 7,issue 2. www.gbr.pepperdine.edu/042/arts.html

organization would be '*Proactive-Continual Improvement*' - a '*Renaissance*' through notion of *Kaizen*. As we discussed, the limitation in the *Kaizen* approach is that it has to play within the boundary of business operation and it fundamentally focuses on the initiation originating from business reactions-Bottom up approach. On the other hand, the *Renaissance* approach focuses more on the break through innovations which set apart it from the rest by single minded dedication to the goal.

6. *Kaizen and Renaissance: an Analysis.*

The basic difference between western and eastern organization lies in the approach towards analyzing the problem in system improvement. The practice in the western world organizations often designed in such a way that it always work in the direction of long run whereas the organizations in the eastern side tend to limit it to short run solution. It explains the reason as to why the most of the innovation emerged from the western part than from the eastern organizations, even though some of organizations in East are adopting the continuous improving methodology. The organization culture and business values determine whether the problem is solved in term of long run or in short run.

Kaizen Limitation and drawback:

The main line with *Kaizen* is the continuous improvement to take forward the business to next level. It is process where it involves all employees in democratic way within an organization and is based on a culture of trust and empowerment. However, It is not to say that a *Kaizen* event is the end-all, be-all solution to fix all of today's economic issues, but it is a good start to solve majority of them.

Time consuming process

The *Kaizen* is applied for established process and systems which are operational and it is a more effective tool in bringing the best results in the system. The changes are made in steps and it is a continual improvement. *Kaizen* normally operates as a bottom up approach, and by active decision making from bottom it is of *reaction plan* to the day to day problem in the business.²⁷ The tools, which are used in continuous improvement, are for shop floor personal (direct operational) to develop a planning for process improvement. The problems identified at bottom move to top, where section head will take decision to implement, and then it will move to top. So, this process involves brain storming and filters and ultimately takes sufficient time before realization. However, this process requires overcoming local problem and improving upon operation efficiency.

Application capability of Kaizen tool

As we know *Kaizen* is a tool for continuous improvement by changing the present system based on feed from the direct system drivers, it is based on the skill and knowledge level of personal. One of the major challenges is in the method used in the application of *Kaizen*; one should properly apply the tools in order to get effective results in time. This is essential to bring benefits to the organization.

²⁷ Sophia V. Marinova, An organizational culture perspective on role emergence and role enactment, 2005

Innovation Cultural approach

Even in Kaizen approach, the decision making varies with the organization behavior. If the organization is well established in following the balanced mode of decision making, problem may be addressed in two useful ways. First, once the problem is identified at bottom level operating group. Further, it will move up to next level to make decision to fix the problem. There may be a possibility that the problem may be fixed immediately or may be postponed based on the business target pressure and behavior of the line manager.²⁸ In second way, there is a system built inside the organization to inform the problem to any central operations departments like central maintenance department or technical services to make final decisions. These factors have their bearing on solving the problem effectively in time.

Proactive cultural approach

Kaizen process starts with the idea of problem rather with solution in mind; the tools are used to provide the solution and approaches for the solution. The solution triggers reaction the start of the problem in the business chain, and as a result it is viewed by the perspective of basis of reaction- 'Reactive'. The reactive process even though effective, is certainly a delayed process in direct business operation. In order to obtain a successful approach to growth and development what is required is the visionary approach. The visionary approach is normally generated by the leader and their action is Proactive in nature.²⁹ The proactive innovative or creative approaches always put the business ahead of delayed reactive approach at least one step ahead. The leadership role has to be played across the organizations through proactive action to the problem foreseen, which are not possible without creating high level culture in the organization. The high culture organization normally looks beyond the short term solution and seeks after solution involving continual improvement. Overall, the Kaizen approach aims at achieving the maximum benefits of the business process but it mainly deals with problems which are more of the reactive in nature.

The Kaizen approach certainly has its own merits and demerits. These factors determine the success of the business organization in a globalised world. At the same time proactive based innovative- renaissance-solution may not be ultimate approach to the business management. Hence, it is necessary to look in to business sustainability through two dimensional approaches fusing the merits and minimizing the limitations of both types of approaches.

It has been observed that the developed world (West) has produced the greater innovations and higher contribution to mankind. Also there is no doubt that it has created huge value in the business world. The innovation approaches and methods are commonly preferred in western organization in comparison to eastern business world. However, in a changing global scenario, it is very important to address the present business challenges using the knowledge of other approaches as well. It is imperative to fuse the ideas of involvement with idea of professionalism.

²⁸ Roger Gill, Niall Levine, Douglas C Pitt, "Leadership and Organisations for the new millennium, the journal of leadership studies, volume 5, No. 4, 1998.

²⁹ S. Elankumaran, rekha seal and Anwar H Ashmi, "ELightening Endeavours at Tata Steel", Journal of Business Ethics, Volume 59, No. 1 / 2, Springer, 2005.

The best cultural practices in the business organization will place a much diversified role on the success of business organization.³⁰ The implementation of best practices in business and progress what we have witnessed from past couple of decades is that adoption of Kaizen method in the continuous improvement process along with the approach of innovation.

It is not advisable to completely rely on continuous improvement and end up in its own limitation. At the same time, it is not ideal to place the entire effort on innovation and to make complete change in existing business system with high risk. Other side of challenge in the continuous improvement is rate of the change in each stages and explore whether each stage can able to eliminate the basic problem.

In order to overcome the “reactive” approaches in Kaizen methodology, it is essential to move towards the “active” approach- Renaissance ways in real business. The extreme sides in both approaches have their own limitations. As such, a balanced approach is necessitated. The renaissance approach mainly believes in innovation, changes in business routine improvement, and allowing taking some business risks. In real business sense the Renaissance approach normally involves high cost. Therefore, it is essential that the active approach decision making is split in to part by part implementation with continuous improvement, and not completely making big changes in single stretch.

For the business organizations in the present globalised world, it is essential to adapt to the best suitable approaches for the best business performance. The systematic implementation of the ideals of renaissance adopted in continuous improvement of the system which could be called “*Pro-Active Continuous Improvement*” is nothing but exploring the business organization success through ‘*ideals of Renaissance*’ notion through kaizen approach. This may become the best possible solution for the present business challenges of global organizations.

³⁰ Ingrid D Rowland .” High Culture “.A companion to the worlds of the Renaissance 01/01/2007 ,www.dx.doi.org