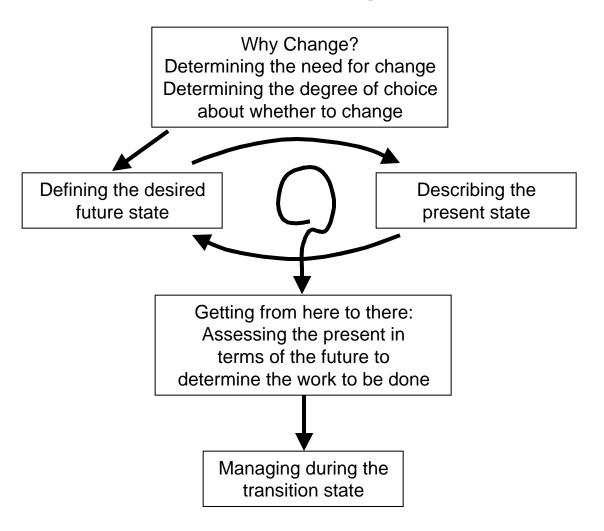
Willingness to Change:

Transformation through Innovation and Risk-taking

1.30	George Roth (Will) Framework for Learning and Change	
1:40	Russ Hansen (Raytheon) " Thinking 'Outside the Box' to	
Streamline Contract Execution")		
2:20	Chris Forseth (USAF) "The Search for USAF Acquisition Intrapreneurs"	
3:00	Break	
3:30	Roy Moore, Jim Beardon (IAM), Bill Whitley, Charles Wetmore, (Boeing) "Quality Through Training"	
4:40	George Roth (MIT) Framework for Learning and Change Part II	

Planned Change Model

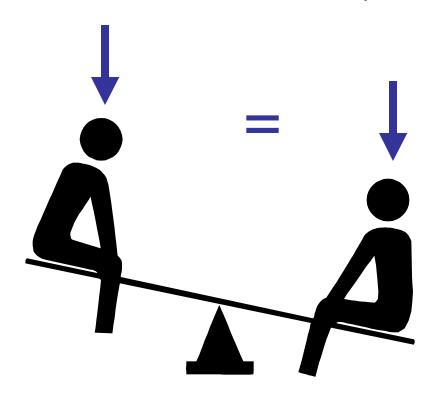


Using Planned Change Model

- Need for change
- Defining future state
- Analyzing present state
- Managing transition
 - Unfreezing
 - Modeling
 - Refreezing

Social systems exist in a state of homeostasis

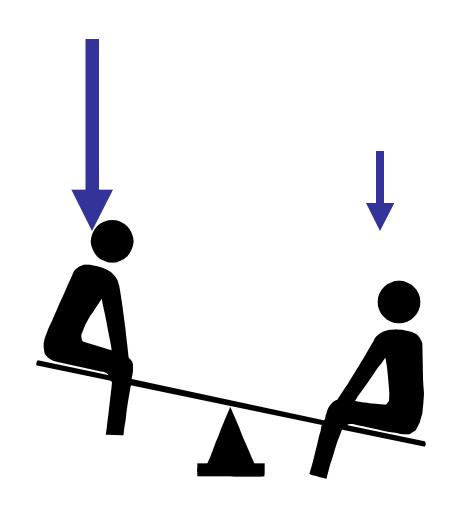
- the ability or tendency of an organism to maintain equilibrium and hold to the status quo

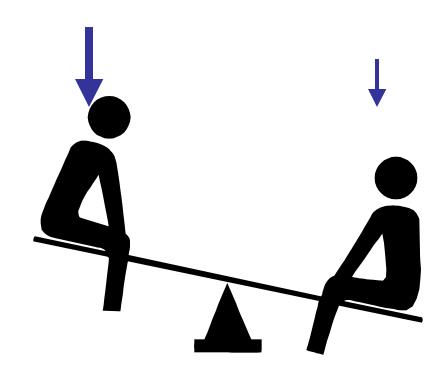


- a conceptual tool to help in the observation (and research), diagnosis and intervention
- involves an inquiry into the enabling and inhibiting forces
- process of change includes active experimentation by increasing enabling forces or relaxing inhibiting forces

Example: Test, Inc. Force Field Diagram

Enabling Inhibiting Description of crisis by VP Lack of knowledge/skill by QIT members (no training capacity in place) Successful model within corp. Lack of sr. mgmt involvement/commitment Employees anxious for TOM (Delegated responsibility to next management level—teaching classes, Customers demand quality development of metrics, etc.) Some OIT members were enthusiastic Inadequate personal time devoted to *Pride in accomplishments* quality improvement process (cost of quality assessment work was Common vision delayed week after week because it was seen as an "extra" job) Momentum of effort Cost of quality recognized (23-25% of sales) Lack of dedicated program coordinator (borrowed corporate person who could Communication to employees a positionnot always be there when they needed that cannot be backed down from him) Conflicting signals (quality vs. meeting schedule) Concerns that efforts will not complement corp. TQM program Trainers set unrealistic employee expectation Already had a false start: people feel like it's another "program-of-the-month" (Operations within TEE had "Quality Appreciation Day"; seen as start-stop-startstop...) Note: factors listed in italics were indicated by interviewees as most important





Change in the system comes from

- Increasing enabling forces
- Relaxing inhibiting forces

Exercise:

- Take notes by mapping enabling and inhibiting forces in the presentations that follow
- Draw arrows to consider approximate size
- If there aren't enough factors to have system in balance, consider (ask about) what forces you might be missing

Enabling factors

List of factors

List of factors

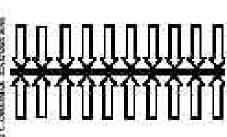
Willingness to Change Speakers

- Russ Hansen (Raytheon)
 - "Thinking 'Outside the Box' to Streamline Contract Execution")
- Chris Forseth (USAF)
 "The Search for USAF Acquisition Intrapreneurs"
- Roy Moore, Jim Beardon (IAM), Bill Whitley, Charles Wetmore, (Boeing)
 - "Quality Through Training and Health & Safety Institute"

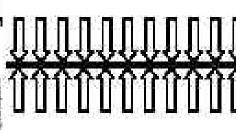
Force Field Analysis Enabling Forces Restro

Restraining Forces

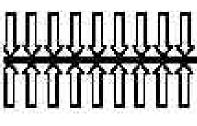
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Enabling Forces

Restraining Forces

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The Search for USAF Acquisition Intrapreneurs	_
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Quality Through Training and Health & Safety In	nstitute
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