Willingness to Change:
Transformation through Innovation and Risk-taking

1:30 George Roth (MIT) 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 and Health & Safety Institute"
4:40 George Roth (MIT) Framework for Learning and Change Part II
Force Field Analysis

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
Force Field Analysis

Enabling Forces

Thinking 'Outside the Box' to Streamline Contract Execution

Restraining Forces

The Search for USAF Acquisition Intrapreneurs

- Quality Through Training and Health & Safety Institute
Force Field Analysis

Enabling factors

List of factors

Inhibiting factors

List of factors
Learning from Transformation Efforts

What can we do we see as common across the three efforts presented?

What is different?

Which enabling and inhibiting forces will be easiest to change?
Changing organizations through learning
A theory of effective organizational change (for the long term)

...high-leverage ways to shift direction at a large scale...
Profound Change

“… is change that combines ‘inner’ shifts in people’s values, aspirations and behaviors with ‘outer’ shifts in processes, strategies, practices and systems… The organization doesn’t just do something new; it builds its capacity for doing things in a new way – indeed, it builds capacity for ongoing change.”

-- The Dance of Change, p. 15
Profound Change

Change is a process of *organic* growth.

“Leaders instigating change are often like gardeners standing over their plants, imploring them: ‘Grow! Try harder! You can do it!’ [But] if the seed does not have the potential to grow, there’s nothing anyone can do to make a difference….”

_The Dance of Change_, p. 8
Premise 1: Change starts small and grows organically

- Sustained change accelerates as nature does, constrained by the resources available to it.
- Imposed “Roll-outs” don’t work.
- “Every movement is being inhibited as it occurs” - Humberto Maturana
The growth we expect (and prepare for)

The growth that actually occurs

Patterns of Behavior in Limits to Growth

The growth that actually occurs
Limits to Growth

Sustaining change requires understanding the reinforcing growth processes and what is needed to catalyze them, and addressing the limits that keep change from occurring.

Growing Action → Actual performance → Corrective action → Limits or constraint
Premise 2: Change is only sustainable if it involves learning

- Knowledge workers don’t “do;” they also think.
- It takes less time, in the long run, to involve people in strategy & purpose.
- You can’t force commitment; you can only inspire it; and sustained change depends upon commitment.
Growth Processes of Profound Change

Reinforcing loops

- Business results
- Personal results
- Networks of committed people
Premise 3: Pilot groups are the incubators for change

- The size of a pilot group: from three people to 500.
- Senior management teams are also pilot groups.
- One common feature: A predisposition toward pragmatic curiosity.
Premise 4: Successful change requires at least three forms of leadership.

- Executive leaders - defining the organizational environment, offering permission, protection, evaluation, and context.
- Local line leaders - developing changes in ways that produce results, galvanizing activity around a project, and managing accountability.
- Internal networkers - building community and diffusing experience, making sure that the line leaders do not act alone.
Growth Processes of Profound Change

Balancing Loops