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”
4:40 George Roth (MIT) Framework for Learning and Change Part II
Planned Change Model

Why Change?
Determining the need for change
Determining the degree of choice
about whether to change

Defining the desired future state

Describing the present state

Getting from here to there:
Assessing the present in terms of the future to determine the work to be done

Managing during the transition state

From Beckhard & Harris, *Organizational Transitions*, Addison-Wesley, 1987
Using Planned Change Model

• Need for change
• Defining future state
• Analyzing present state
• Managing transition
  – Unfreezing
  – Modeling
  – Refreezing
Force Field Analysis

Social systems exist in a state of homeostasis - the ability or tendency of an organism to maintain equilibrium and hold to the status quo.
Force Field Analysis

• 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

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

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
Force Field Analysis

Enabling factors

List of factors

Inhibiting 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**

Thinking 'Outside the Box' to Streamline Contract Execution

The Search for USAF Acquisition Intrapreneurs

* Quality Through Training and Health & Safety Institute

**Restraining Forces**