Webinar: Transformative Change Initiatives Require a Culture of Quality

This webinar took place on September 30, 2020. Speakers were:
- Ying Ki Kwong, Enterprise Information Services, State of Oregon
- Jack McDowell, Enterprise Information Services, State of Oregon
- Phil Lew, Program Chair, PNSQC

Video transcript is available at: https://youtu.be/oPCGYzPdFeI

Questions received during or after webinar with speakers' response:

1. What are examples of Scenario 3 Enterprise Change? Why would someone want to engage in change when they don't really know what they want to change into?

Speakers' Response: The need for Scenario 3 change is not necessarily by choice. These change initiatives may be in response to major technological change, legislative change, and other societal / environmental change -- often without certain knowledge about overall direction or the end state of change by the stakeholders. Examples (in reverse order) include:

- Societal Change. In response to COVID-19, enterprises must adapt and make major changes overnight, with little to no idea how the "new normal" would be like in advance.
- Legislative Change. A few years ago, the Affordable Care Act required states and the federal government to set up insurance marketplaces with many details not clearly defined until very late toward the go-live dates of these marketplaces. Many people in many organizations worked on this transformative change without a clear reference model of the end state.
- Over the last few decades, enterprises across all industries have seen tremendous change as a result of advances in information technology. In this process, enterprises declined and closed, with new enterprises rose from startups to major enterprises. Many of these new companies shaped or re-shaped entire industries with little certainty of its end state.

2. Can all organizations develop the capacity to be flexible and adaptive?

Speakers' Response: Unfortunately, no. Some organizations fail to adapt over time and become obsolete. Acknowledging possible blind spots and biases among stakeholders would be an important step toward the sort of organizational learning needed by an enterprise to stay current and vital. Diverse views when properly utilized and leveraged is a strength. The flip side would be "analysis-paralysis" due to a sea of divergent opinions, endless arguments among stakeholders creating decision grid locks, and an atmosphere of persistent conflicts that make cooperation difficult among stakeholders. Transformative change requires diverse views to be heard across functions, as well as up and

down in the organizational hierarchy. Equally important would be for diverse views to converge sufficiently to move forward with necessary course corrections as needed; balancing beneficial / necessary change with uncontrolled change associated with scope creep.

3. Does the management structure sffect the ability to change? That is, is a centralized structure better than a decentralized structure?

Speakers' Response: Centralized decision making is often associated with higher efficiency than decentralized decision making. However, this view may be flawed in the presence of substantial organizational complexity. Redundancy, resource slack, and management overhead associated with decentralized organizational structure may seem wasteful, but add robustness and resilience when the organization is confronted with unexpected challenges or "unknown unknowns" during transformative change initiatives.

4. Can you provide some suggestions on further reading that emphasize practitioner needs?

Speakers' Response: There is a lot on this subject. These two may be of interest to our audience.

"STANDARD FOR CHANGE MANAGEMENT," A publication of The Association of Change Management Professionals (ACMP), Winter Springs, FL, 2014. Available at:
 https://www.pmservices.ru/downloads/acmp_standard_change_managem.pdf

William Craig, "8 Steps To Implementing Successful Organizational Change," Forbes, September 24, 2019. Available at:
https://www.forbes.com/sites/williamcraig/2019/09/24/8-steps-to-implementing-successful-organizational-change/#6678247a6184