The University of Notre Dame
Leading Integral Change

at the
Naval Surface Warfare Center, Corona

April 24, 2008
Accelerate Change
Accelerate Change
Integral Quadrants

Individual Interior (subjective)

Consciousness:
Values
Motivations
IQ/EQ

Culture:
Unspoken norms
Understood protocol

Behavior:
Observable actions
Language

Systems:
Governance
Business Systems
Technology

Individual Exterior (objective)

Collective Interior (intersubjective)

Collective Exterior (interobjective)
Accelerate Change
I, We, It

Individual
Interior
(subjective)

Collective
Interior
(intersubjective)

We

I

It

Collective
Exterior
(objective)

Individual
Exterior
(interobjective)
Accelerate Change
I, We, It

Leader’s Personal Engagement

I

We

It

Organizational Culture
Systemic Solutions
Accelerate Change
I, We, It

Engagement
I

Culture

Solutions
It

Lenses
Accelerate Change
I, We, It
Make Reality a Key Driver
“We’ve got a business of 1,000 highly technical people, predominantly engineers and scientists, plus another 1,000 contractors. No one with a business degree, and I’m running a business of $200 Million.”

— John Fishell, Technical Operations Manager
Make Reality a Key Driver
Get Clear on Your Preferred Future
Get Clear on Your Preferred Future

• Identify Emergent Leaders
• Enable them to Plan their Own Careers
• Understand their Developmental Needs and Provide Support
Think and Act in Real Time
Think and Act in Real Time

Live in your future and plan for it at the same time. When you think and act as if you were already the organization you want to become, your desired future happens faster.
Think and Act in Real Time

Leader’s Personal Engagement

I

We

It

Organizational Culture
Systemic Solutions
Think and Act in Real Time

I, We, It: All Quadrants Simultaneously

Individual Interior (subjective)

Develop Leaders and Foster Engagement
Executive Coaching
Workgroup Learning
Large Scale Event

Engage Organizational Culture and Foster Organizational Learning
Large Scale Event
Workgroup Team Composition

Individual Exterior (objective)

Provide Forum for Practicing and Modeling New Leadership Behaviors
Large Scale Event
Workgroup Report-outs

Create Systems to Support Change
Workgroup Projects

Collective Exterior (interobjective)

Collective Interior (intersubjective)
Engage and Include
Engage and Include

Clear direction with limited inclusion and broad-based participation can both be engaging. Keep asking, “Who are the key stakeholders and how can we engage them?” to build commitment and ensure you get the right answers for your organization.
Engage and Include

Who are the Key Stakeholders and How Can We Engage Them?

Executives

High Potentials

All Leaders

- Competency Workgroup
- Career Planning Group
- Training Systems Group
- Succession Planning Group
- Leadership Structure Team

Strategy

Design Team

WELD Large Scale Event
Engage and Include

Clear direction with limited inclusion and broad-based participation.

Executives

High Potentials

All Leaders

Strategy

Competency Workgroup

Career Planning Group

Training Systems Group

Succession Planning Group

Leadership Structure Team

Design Team

Large Scale Event
Create Community
Ensure people feel allegiance to their respective part of the organization and allegiance to the larger whole. When these dual alliances exist, people collaborate as part of something larger than themselves that they created and believe in.
Create Community

High Potentials

- Competency Workgroup
- Career Planning Group
- Training Systems Group
- Succession Planning Group
- Leadership Structure Team

Max-Mix

Each workgroup represents a microcosm of the entire organization with cross-functional and multi-level participation. Having “the system in the room” nurtures awareness and integration of I, We, It.
Build Understanding
Build Understanding

Share information that needs to be common throughout the organization. When people understand the big picture and how their work is related, it leads to aligned action.
Build Understanding

A Roadmap of Organizational Learning.

Action  Reflection  Action  Reflection
Build Understanding

Building the Bridge as You Walk on It.
Build Understanding

Understanding the Big Picture and How their Work is Related.

All Leaders

Max-Mix

180-230 leaders in the room, at tables of 6-8. Each table a microcosm of the entire organization with cross-functional and multi-level participation. Each table able to integrate I, We, It.
What We’ve Accomplished

• Comprehensive Agreement on Leadership Competencies and Technical Knowledge, Skills, and Abilities (KSAs)
# The Corona Competency Model

## Leadership
- **Professionalism**
  - Personal Integrity/Ethics
  - Accountability
  - Results Oriented
- **Leadership**
  - Visionary Leadership
  - Adaptive
  - Mission Clarity
  - Advocate & Champion
- **Strategic Planning**
  - Vision/Strategic Direction
- **Workforce**
  - Workforce Commitment
  - Human Resource Management
- **Customers**
  - Customer Driven Excellence
  - Balancing Customer & Sponsor Requirements
- **Communication**
  - Communication
  - Building Coalitions
- **Business Management**
  - Business & Finance
  - Business Ethic
  - Business Knowledge
  - Business Development
  - Financial Viability'
- **Process Management**
  - Continuous Improvement

## Supervision & Management
- **Supervision**
  - Basic Supervision
  - Communication
  - Mentoring
  - Work Environment
  - Team Building
  - Compliance
  - EEO & Diversity
- **Business**
  - Business Development
  - Business Processes
  - Vision
- **Customer**
  - Customer Focus
  - Credibility
  - Advocacy
- **Technical**
  - Technical Expertise
  - Project Management
  - Problem Solving

## Command Wide
- **Project Management**
  - Basic Project Management
  - Resource Management
  - Risk Management
  - Time Management
  - Procurement
  - System Acquisition
- **Analytical Thinking**
- **General Computing**
  - Office Tools
  - Business Management
  - Business & Finance
  - Business Ethic
  - Business Knowledge
  - Business Development
  - Financial Viability'
- **Acquisition**
  - DAWIA
  - System Acquisition
- **Continuous Improvement**
  - Continuous Learning
  - Process Improvement
  - General Knowledge Navy
  - IT/KM

## Unique Technical
- **FT**
- **MS**
- **PA**
- **PE**
- **QA**
- **RA**
- **CMD**

## Legend
- **Top tier:** (Leadership, Supervision & Management, Command Wide, Unique Technical)
- **Competency Area**
  - **Blue Level:** Sub-Competency
  - **Black Bulleted Level:** Competency
What We’ve Accomplished

• Individual Development Plan with 98% Participation
  • Processes and Data Query Capability
  • Ability to be Populated by Agreed upon Competencies and KSAs
C. Development Plan

13. Career Path
Career Path:
The Career Path Field is not active at this time.

14. Short Term Goal (1-Year) Indicate how you will measure success of this goal.

15. Long Term Goal (2 - 5 Years) Indicate how you will measure success of this goal.

16. Competencies
a. Competency Domain
Select...

b. Community
Select...

c. Domain
Select...

d. Competency

17. Activities
a. Type
Select...

b. Activity Description

c. Target Finish

d. Actual Finish

18. DAWIA Annual Continuous Learning (CL) Points Requirement: 40

19. Totals:
Duty Hours | Non-Duty Hrs | Tuition Cost
---|---|---
0.0 | 0.0 | $0.00
What We’ve Accomplished

• Web-based Employee Development Tool with Linkages between Career Paths and Competencies
  • Drop-down Menus by Department and Job Role Populated by Essential Leadership Competencies
  • Drop-down Menus by Department and Job Role Populated by Essential Technical Knowledge, Skills, and Abilities
Combat Systems Assurance Career Path Steps

- Sr Eng Specialist
- Project Mgr
- Team Lead
- Tech Support
- Entry Level

- Missile Readiness Assessment
  - General missile system and life cycle knowledge, and experience with selected expertise on ABL
  - General missile system and life cycle knowledge, and experience with selected expertise on GMD
  - General missile system and life cycle knowledge, and experience with selected expertise on STANDARD missile systems
  - General missile system and life cycle knowledge, and experience with selected expertise on STSS
  - General missile system and life cycle knowledge, and experience with selected expertise on THAAD
  - Knowledge of general missile systems and their life cycles with selected expertise on Rolling Airframe missile systems
  - Knowledge of general missile systems and their life cycles with selected expertise on STANDARD missile systems
  - Knowledge of general missile systems and their life cycles with selected expertise related to Evolved SEA-SPARROW missiles
  - Knowledge of general missile systems and their life cycles with selected expertise related to SIDEWINDER missile systems
  - Knowledge of Navy readiness, maintenance, and quality related data, policy, processes, and programs
  - Knowledge of statistical analysis education and experience with specific background in Generalized Linear Models
  - Knowledge of statistical analysis with a specific background in RMA&Q
  - Knowledge of statistical analysis with a specific background in the development of asymptotic confidence intervals and hypothesis testing
  - Knowledge of statistical analysis with specific background in probability models
  - Knowledge skill and ability related to Navy readiness, maintenance, and quality related data, policy, processes, and programs
  - Knowledge skill and ability related to statistical analysis with a specific background in RMA&Q.
  - Understanding of Navy readiness, maintenance, and quality related data, policy, processes, and programs

- Software Assessment
- Systems Engineering
- Student Engineering Pool
What We’ve Accomplished

• Changes in Organizational Culture Including Decentralization of Leadership as Evidenced by Approach to Launching Strategic Goals Teams
  – Considerable Participation
  – Formation of Max-mix Teams
What We’ve Accomplished

• The Process Itself is Leadership Development
Questions
Contemporary Philosopher Ken Wilber created the Integral Model and has written extensively on it and an Integral approach. Of his many works, *Integral Psychology* in particular points to the application of Integral to leadership development.

Robert Jacobs’ six principles of Real-time Strategic Change form the colored slides 8, 11, 13, 17, 21 and 24 – “Make Reality a Key Driver, Get Clear on Your Preferred Future, Think and Act in Real Time, Engage and Include, Create Community, Build Understanding.” The statements that follow many of these slides are often phrased as polarities and represent the combined thought of Jacobs and Polarity Management progenitor Barry Johnson. Jacobs’ *Real-Time Strategic Change* and Johnson’s *Polarity Management* as well as their personal involvement have both deeply informed the work at Corona.
In the future:

Bruce Galloway may be reached at David.Galloway@navy.mil

Karl Johnson may be reached at kjohns13@nd.edu