

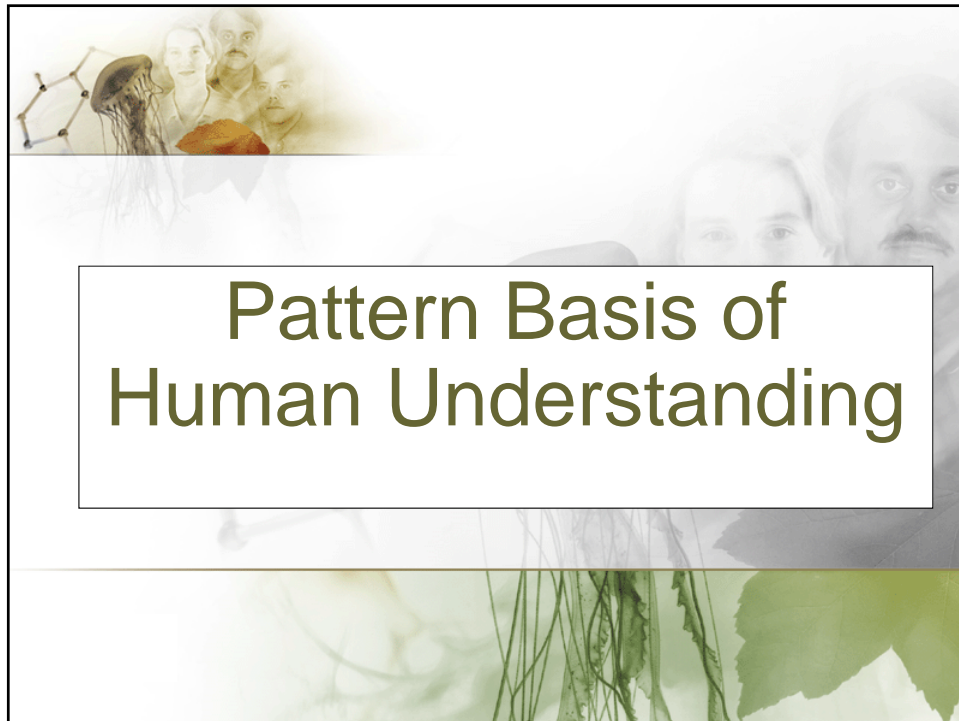


# Quality of Work Life Intervention

## Agenda



- ◆ Explore pattern basis of human understanding
- ◆ Overview of the Cynefin framework
- ◆ Examine the use of Anecdote Circles and Narrative Capture to expose patterns
- ◆ Review the NAVAIR Quality of Work Life Initiative and related findings
- ◆ Intervention Strategies—Social Network Analysis and Stimulation
- ◆ Questions/Discussion



## Cognitive-Edge complexity

- ◆ Order – Directed order
- ◆ Unorder – Emergent order
  - Like the undead in Dracula – neither dead nor alive; similar but different
- ◆ The trap of believing everything is complex
  - The edge of chaos
- ◆ Things are simultaneously both ordered and unordered
  - Any separation is artificial (e.g.: cities)

*“The only thing worse than an inefficient bureaucracy is an efficient bureaucracy”*

## Ordered systems thinking



- ◆ The analysis of physical conditions reveals rules and hypotheses that can be validated, builds a body of knowledge and enables prediction.
  - Application to Social Systems—assumes linear cause and effect relationship
- ◆ Doesn't work in unordered circumstances
  - Decision-makers know it— they rely on gut feel, inspired leadership, cultural factors
- ◆ Recognizing the difference between order and unordered is liberating

## Quantico vs. Wall Street



- ◆ The Marines vs. Traders— pattern recognition
  - On the trading floor
  - In war games
- ◆ West Point preschool— pattern management; seeding and disruption
  - Planning
- ◆ In ordered domains efficiency can be achieved because rational approaches to problem-solving work.
- ◆ In unordered domains the whole is never the sum of the parts; every intervention is a diagnostic; any act changes the nature of the system

## Entrained patterns



- ◆ Humans use patterns to make sense things in complex situations
  - The commute to work; babies with blocks
- ◆ Humans evolved as pattern-based, not information-based intelligence
- ◆ Human decision-making comes from patterns stored in long-term memory and sequenced by the frequency of use
- ◆ Humans select from all the incoming stimuli bombarding our senses based on what we're interested in. That interest is governed by pattern-making tendency.
  - A conservative bias

## Patterns, continued...



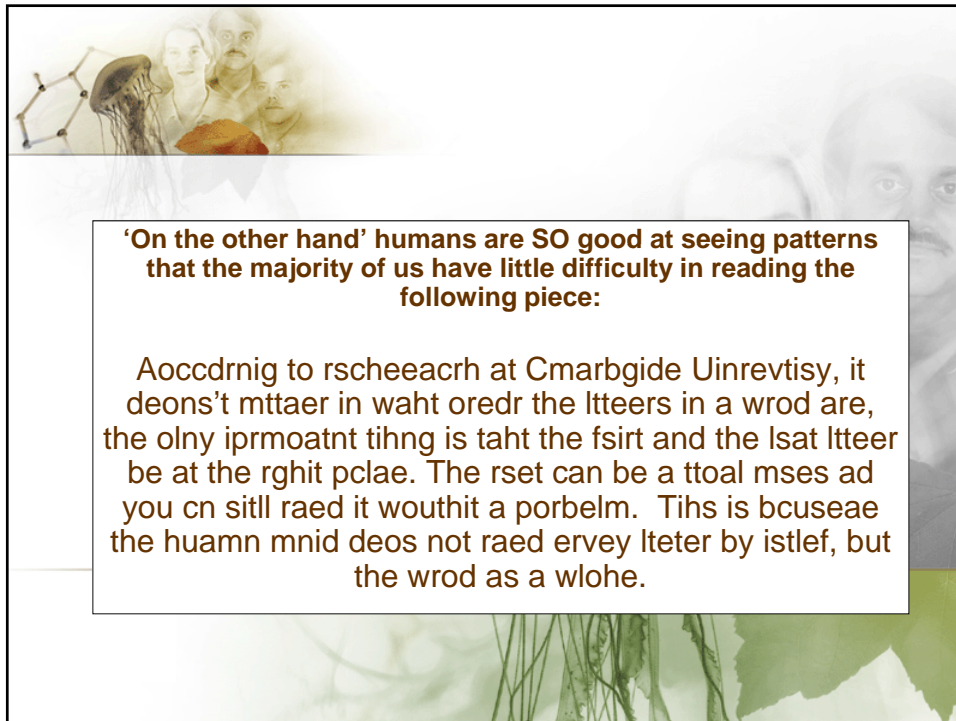
- ◆ **We not only have rigid pattern recognition processes but, we further limit our ability to gather information:**
  - We can only focus on 10% of what we see
  - Blind spots are filled in with stored patterns

### **Literally:**

**“We don't see the world as it is, but as we are”**

**or said another way....**

**“We don't see the world as it is, but as we have seen it before”**

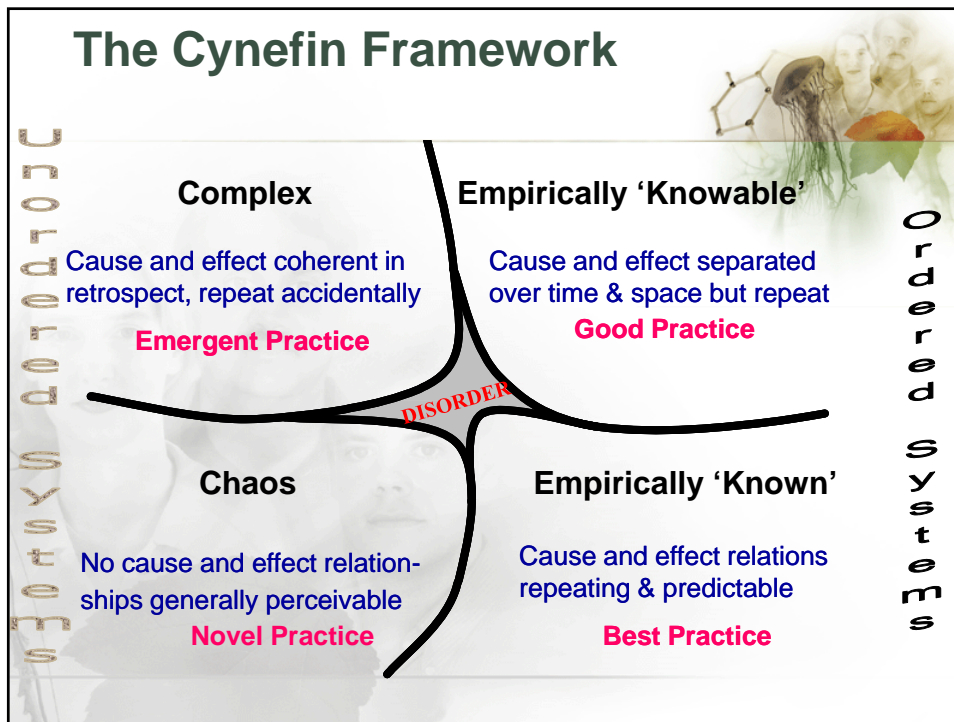


**'On the other hand' humans are SO good at seeing patterns that the majority of us have little difficulty in reading the following piece:**

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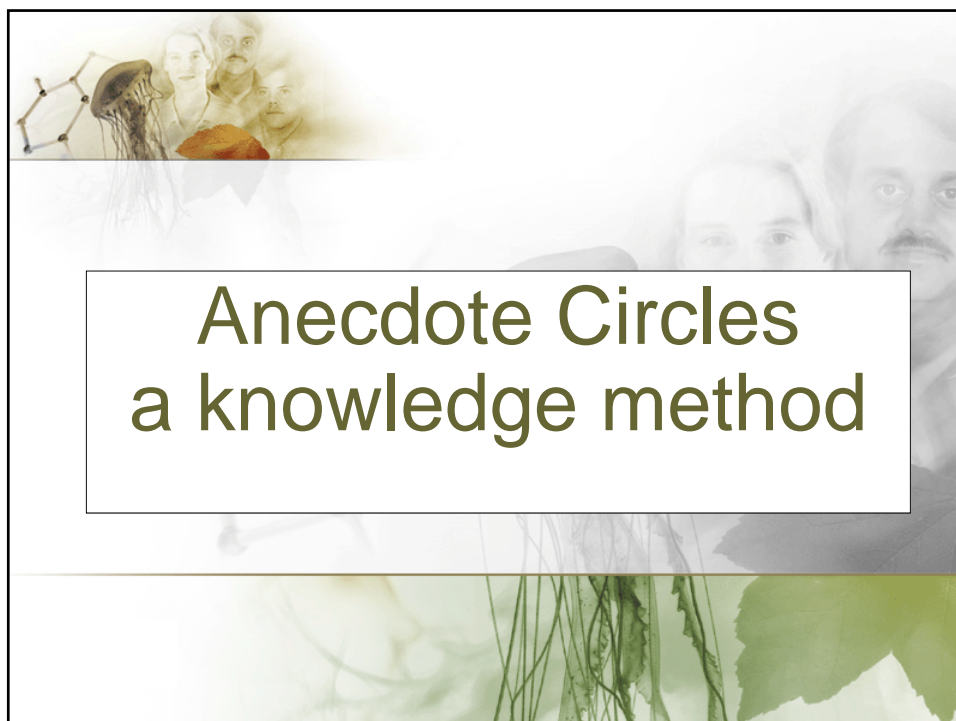
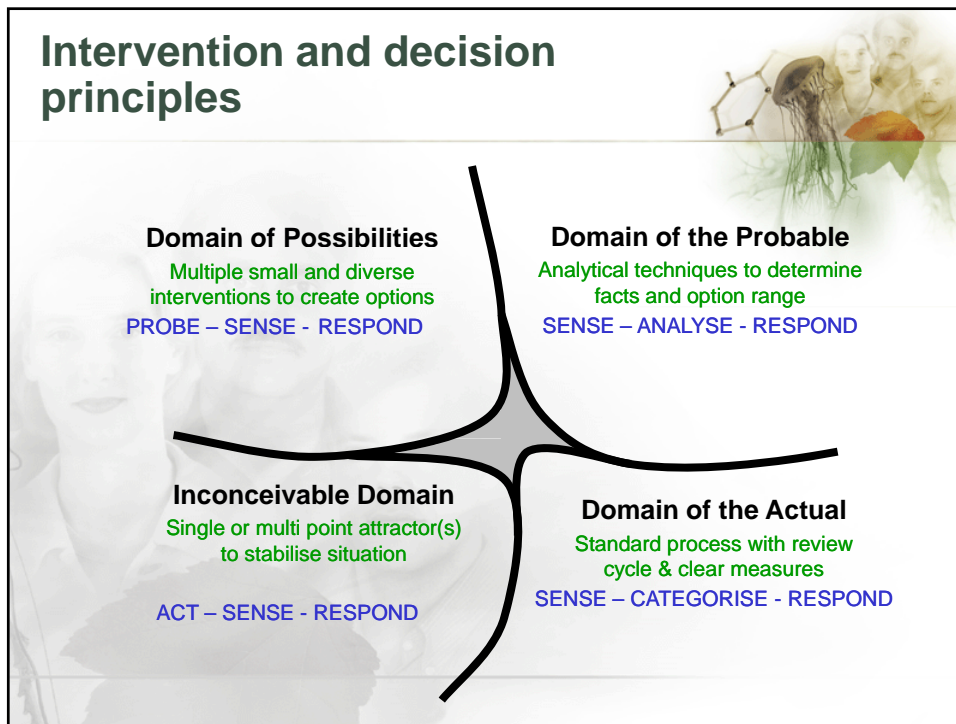


# The Cynefin Framework



## Some key contrasts

Effectiveness	vs.	Efficiency
Resilience	vs.	Stability
Habits	vs.	Rules
Emergent	vs.	Reductionist
Patterns	vs.	Outcome-based



## Pre-hypothesis Research



### ◆ Hypothesis Based Research

- People answer in role
- It's easy to suggest the answer
- Two interviews before hypothesis is formed
- Group think and facilitator bias
- The hypothesis determines the answers

### ◆ Pre-hypothesis Research

- Narrative form of Disclosure
- Indirect questions
- Stories are natural form of knowledge transfer

## Cognitive-Edge Principles



### ◆ Disintermediation

- Unfiltered data to decision makers

### ◆ Distributed cognition

- Value of diverse perception

### ◆ Finely granulated objects

- Non-aggregated, assimilated and abstracted data

## Pre-hypothesis Research



- ◆ Do you think this organization is a good place to work? Answer on a scale of 1-5
- ◆ Imagine you're at a change conference, and an acquaintance tells you that they have been offered a job in your organization. What 3 stories from your own or others experience would you tell them if you wanted them to join? What 3 would you tell if you didn't want them to join?

## Anecdote Circles



- ◆ Water cooler conversations
- ◆ Rules
- ◆ Peers
- ◆ Spinning dits
- ◆ Faction
- ◆ Prompting questions
- ◆ Filter creation
- ◆ Recorded stories are titled and tagged by teller--analysis of meaning not words



# Quality of Work Life Project

## QWL Project Objectives

- ◆ Gather honest perceptions about the work life experience within the Integrated Product Teams (IPT)
- ◆ Understand what can be done to influence positive change in the work life experience
- ◆ Create IPT awareness and desire to work on the people side of their organizations

## Project design



- ◆ **Solicit broad participation**
- ◆ **Create prompting questions and indexes**
- ◆ **Capture natural stories through anecdote circle workshops**
- ◆ **Data analysis—Sensemaker**
- ◆ **Develop interventions at action planning workshop**

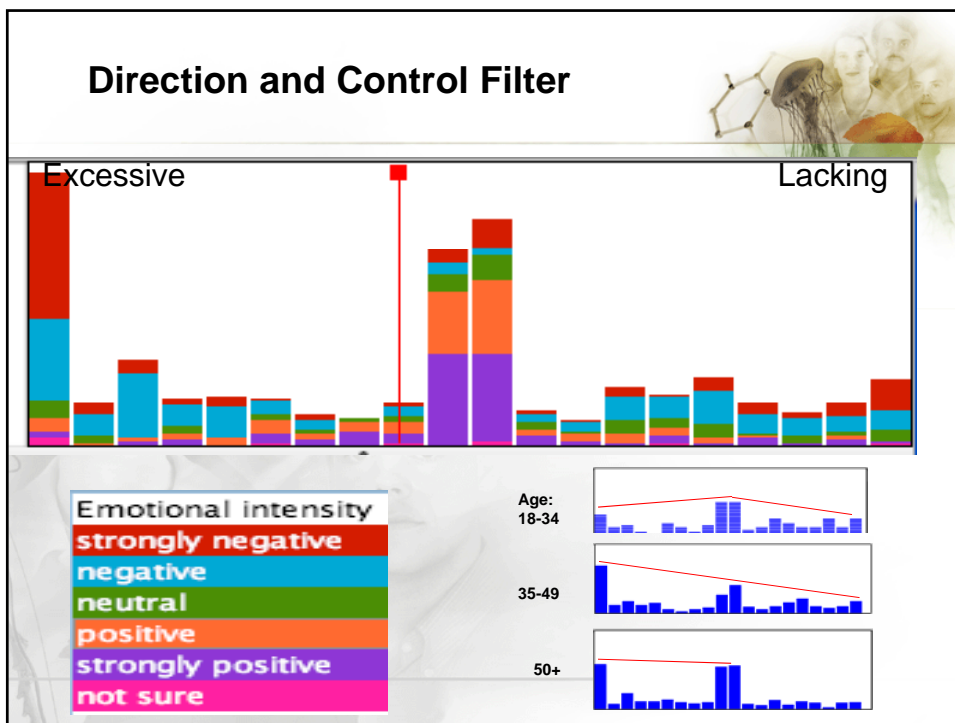
## QWL Project Statistics

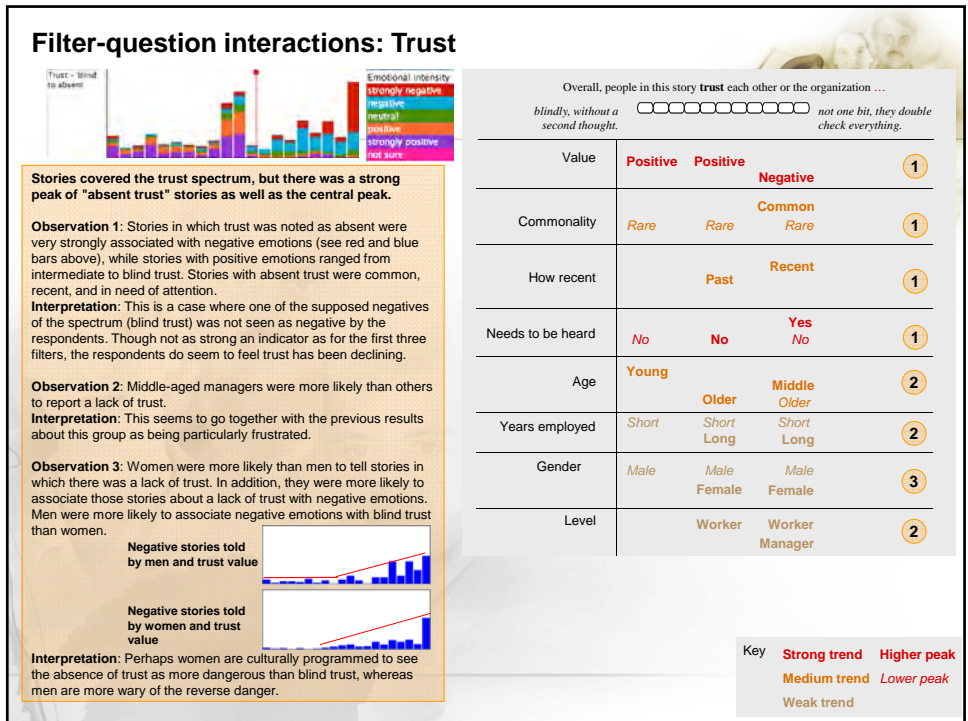
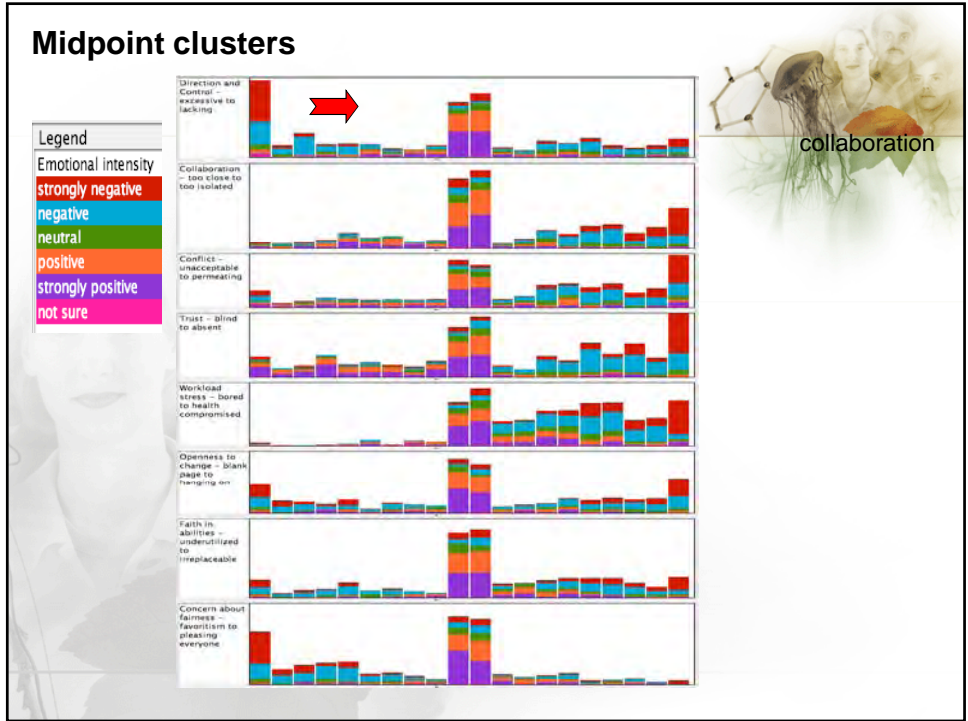


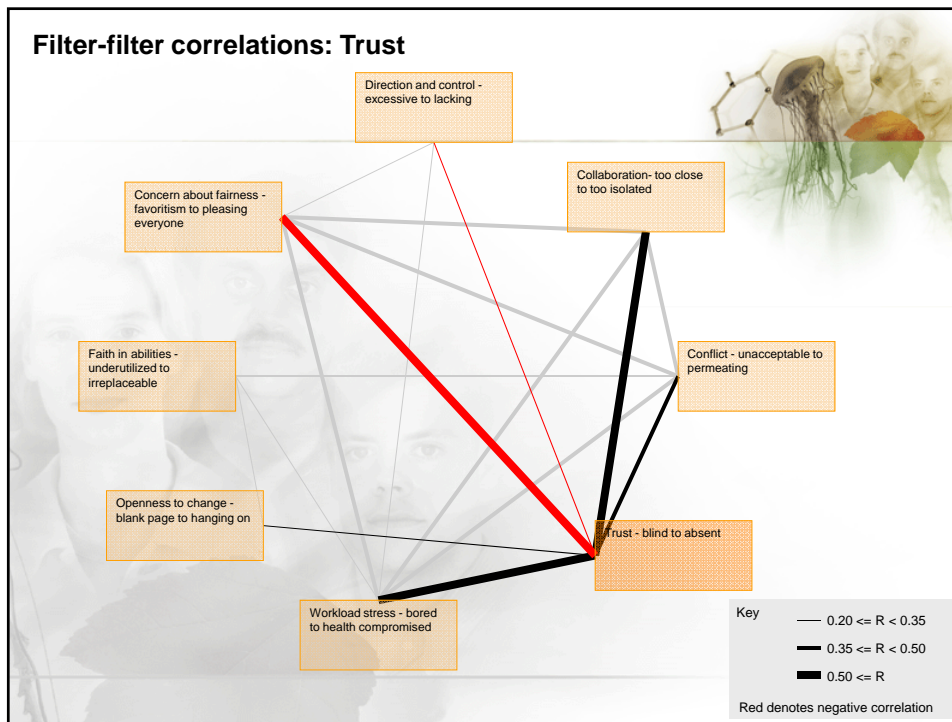
- **Over 1100 stories told in 8 weeks of workshops approaching 40 hrs. of stories**
  - 806 worker level stories – avg. 8.7 stories/participant
  - 222 management level stories – avg. 13.9 stories/participant
  - 95 sr. management level stories – avg. 10.5 stories/participant
- **118 workshop participants to date**
  - 75 from Site A – telling almost 700 stories
  - 43 from Site B – telling over 400 stories
  - 93 worker level participants
  - 16 management level participants
  - 9 sr. management level participants



# Analysis







## Action Planning Workshop

- ◆ **Assembled diverse management group from across the organization**
- ◆ **Small group analysis and interpretation of filter results (assigned filters to groups)**
- ◆ **Groups defined safe fail experiments (focused on Complex Domain)**
  - Prepared list of probes/experiments
- ◆ **Developed strategy for continuous monitoring**
  - Are probes benefiting organization

## Sacred story titles



- ◆ **When my Father worked here it was about getting things done**
- ◆ **Repeating the same mistakes (or then why did you ask?)**
- ◆ **How can one third of our corporation be allowed to starve to death**
- ◆ **One family member is obese while another family member is emaciated**
- ◆ **Too many new things at once**
- ◆ **Kiss up**
- ◆ **Don't waste my time with data calls**



## Intervention Strategy Social Network Stimulation



## Social system issues

- ◆ **Direction and control issues**
- ◆ **Trust/isolation issues**
- ◆ **Lack of fairness perception**
- ◆ **Ineffectiveness due to organizational boundaries**

## Learning about Networks

### Limitations of traditional methods

- ◆ Knowledge can only be volunteered; it cannot be conscripted
- ◆ We only know what we need to know when we need to know it
- ◆ We always know more than we can say and will always say more than we can write down

## Social Network Analysis --Identity based



- ◆ Role or function—formal and informal
- ◆ Membership over time—formal and informal
- ◆ Contextually dependent—formally or informally constituted

### SNA between abstractions

- ◆ Archetypal identities
  - Depersonalized
  - Objective comparison
  - Multiple perspectives

## Creating Learning Communities



- ◆ Replicating informal trust communities
  - Trust tagging
  - Three degrees of separation
  - Voluntary
- ◆ Social Network Stimulation
  - Shared activity—problem solving
- ◆ Key Elements of SNS
  - Intractable problem
  - Patronage award suitable for team
  - Rules designed to create new relationships

## SNS Examples



- ◆ New hire treasure hunt—goal was for new hire to interview two people with more than 20 years in the organization regarding most difficult challenge they had experienced
- ◆ Service organizations members shadow their customers for a week
- ◆ Use speed dating methods to build temporary cross functional teams with diversity composition rules to tackle difficult problems

## Questions/Discussion

