

NOTATER FRA PETER SENGES PRESENTASJON 29. NOV. 2006

Note Title

11/30/2006

Fra: Espen Andersen <self@espen.com>

Til : Deltakere Innovasjon Ol

Dato : 30.11.2006

Kjære deltaker,

vedlagt finner du mine notater fra presentasjonen, som jeg håper kan være til nytte.

Ta gjerne kontakt hvis du har spørsmål.

Med vennlig hilsen

Espen Andersen, BI (tlf. 4641 0452)

Peter Senge: Transformational Change and Innovation

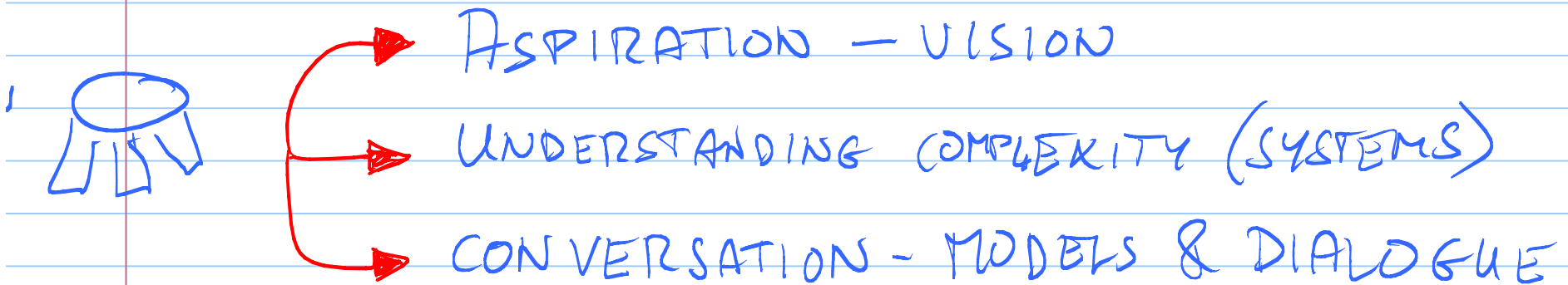
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- TRANSFORMATION IS INDIVIDUAL
- TOOLS MATTER → PROCESS
- PRACTICE, ERRORS, TIME → LEARNING

LEARNING = ADAPTATION TO CHANGE
+ DEVELOPMENT OF NEW CAPABILITY

TEAM = NETWORK OF (INTER)DEPENDENCIES



2

→ NEGATIVE VISION → SHORT-TERM MOTIVATION

→ INTERNALIZE MEANING, NOT WORDS

→ SYSTEMS THINKING → ANALYZE INTERDEPENDENCIES

SYMPTOMATIC } SOLUTIONS
FUNDAMENTAL }

→ gjensidige
avhengigheter

3

→ REFLECTIVE CONVERSATION

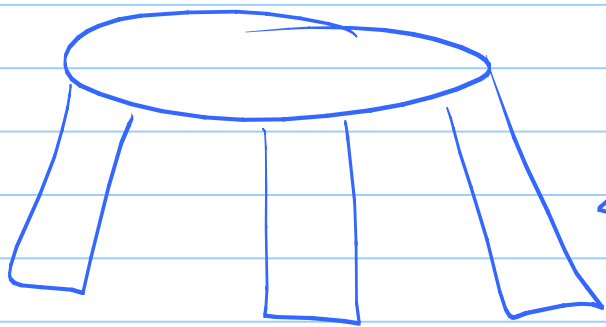
↳ LISTENING TO MEANING, NOT PEOPLE

→ MENTAL MODELS: "We see the world we know how to describe"

RESOLVING CONFLICTS

- ↳ ~~COMPROMISE~~
- ↳ ~~AUTHORITY~~

THIS IS NOT DIALOGUE



← LOSE ONE, THE STOOL FALLS

4

SOME MANAGERS ARE EXTREMELY GOOD. WHY?

~~CHARISMATIC LEADERSHIP~~

WHAT MATTERS:

→ BACKGROUND

→ UNDERSTANDING OWN DEVELOPMENT

DRUCKER: INNOVATION = CREATING NEW SOURCES OF VALUE

CASE: NEW CAR DEVELOPMENT TEAM
3 YEARS, 60 → 1000 → 600 PEOPLE

HAD VISION STATEMENT

COMPLIANCE vs. COMMITMENT

5

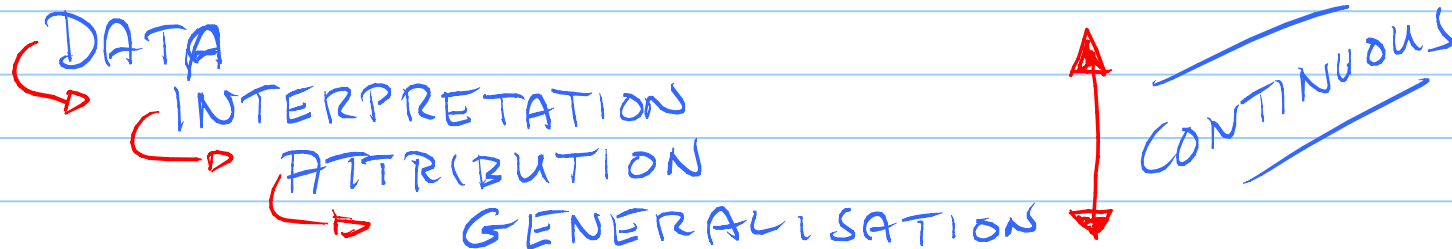
CASE (cont.): 4 HOUR REFLECTION ON
PREVIOUS 4 HOUR

WHAT WAS FELT | WHAT WAS SAID

"LEFT HAND COLUMN" EXERCISE

→ REQUIRES COMMITMENT TO DISCUSS

↳ REVEALS THE LADDER OF INFERENCE



6

Case (cont.):

- finance manager found flaw in process
- ↳ team finished project 1 year ahead of time
- ↳ CULTURE OF NOT TALKING OF PROBLEMS UNTIL THEY ARE SOLVED
- ↳ LOW TRUST CULTURE

CONCLUSION :

- DEVELOPING SHARED VISION TAKES TIME
- OPENESS LEADS TO REAL VISIONS
- ↳ EMPATHY WORKS