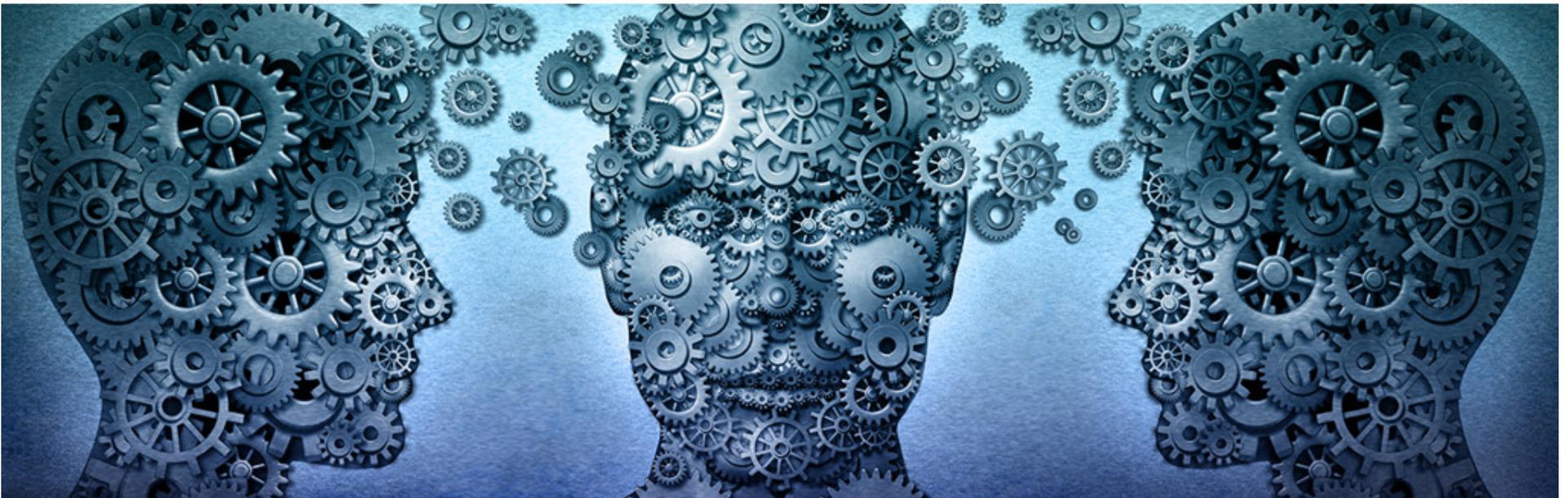


ORGANIZATIONAL CULTURE AND THE SECTION 809 PANEL'S MISSION



gov!nnovators
CHANGING THE MODEL

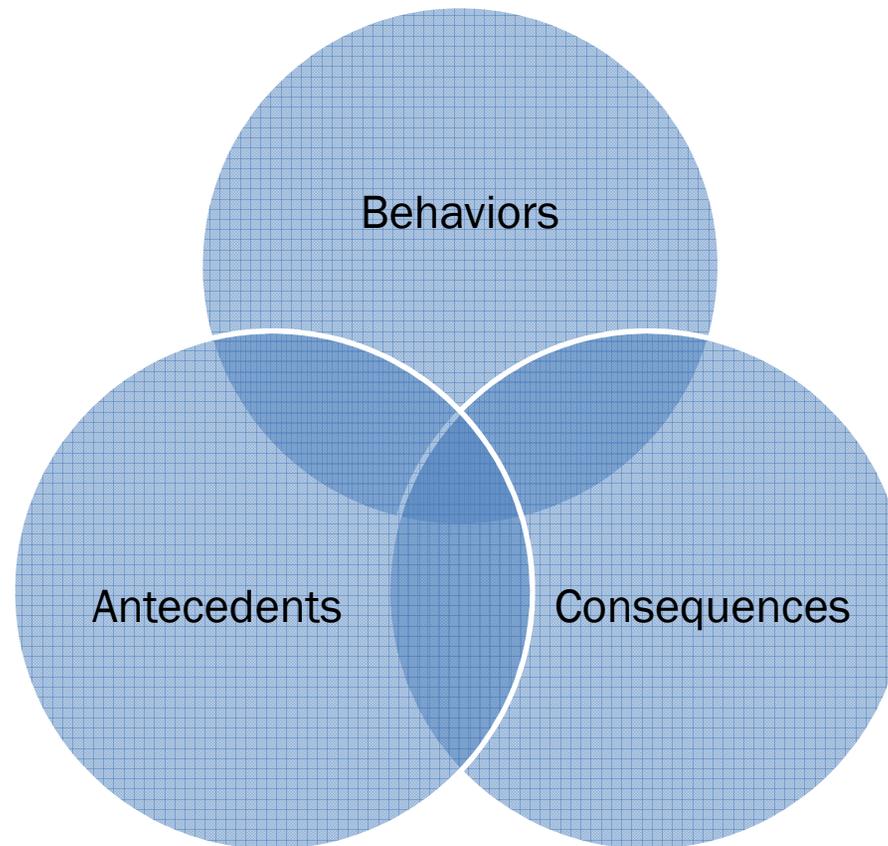
What Is Organizational Culture?

The rationale for how and why people apply knowledge, skill and time to create and deliver value to the customer

What Is Organizational Culture

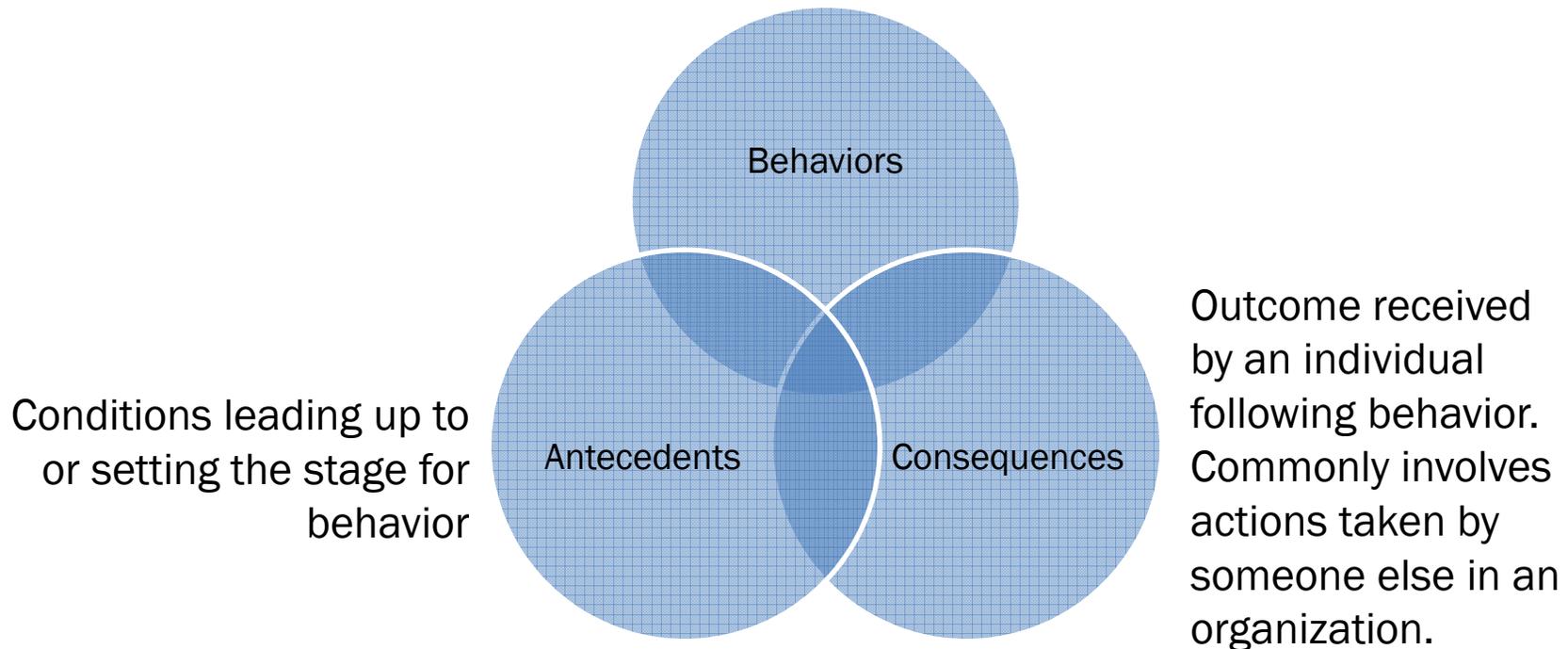
So what?

An Organizational Culture Model



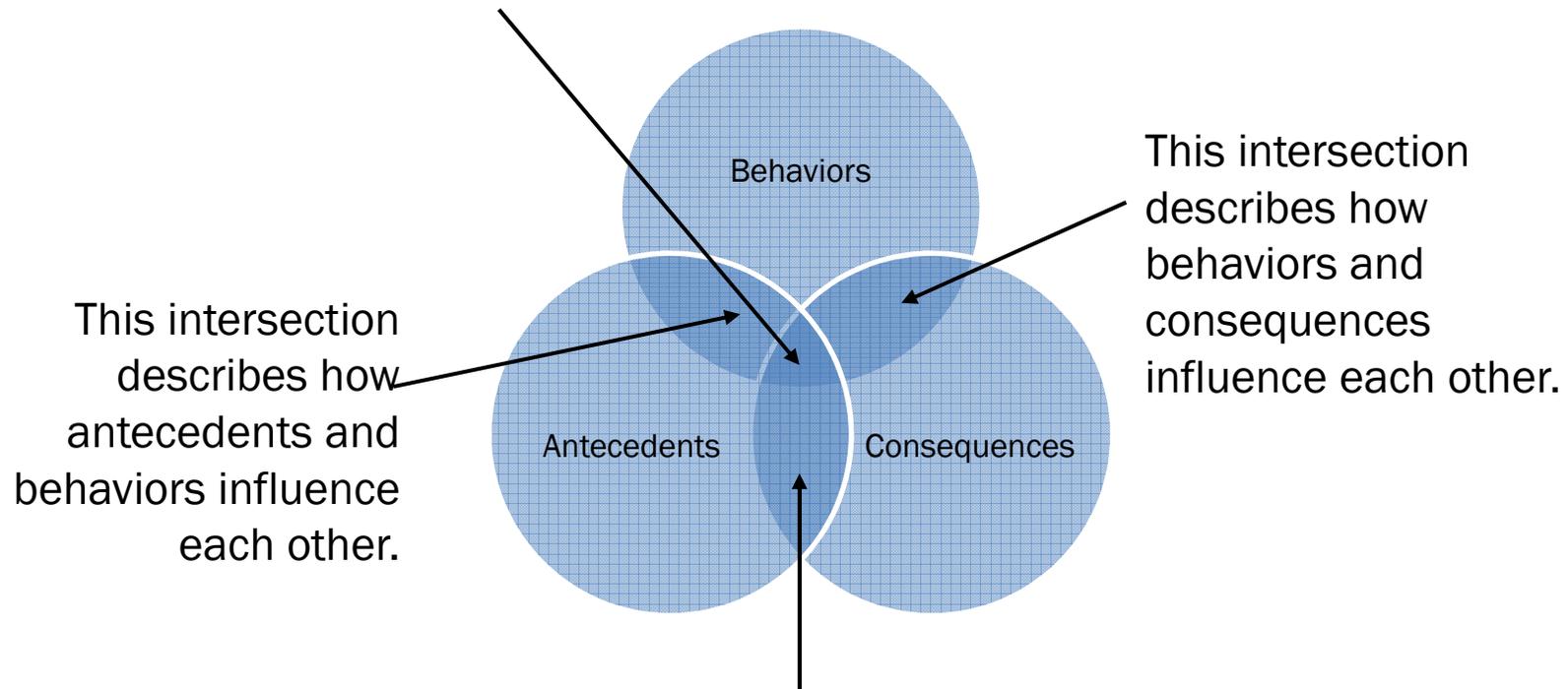
What's In The Circles?

Actions taken by an individual as a means to some end,
typically a task or assignment



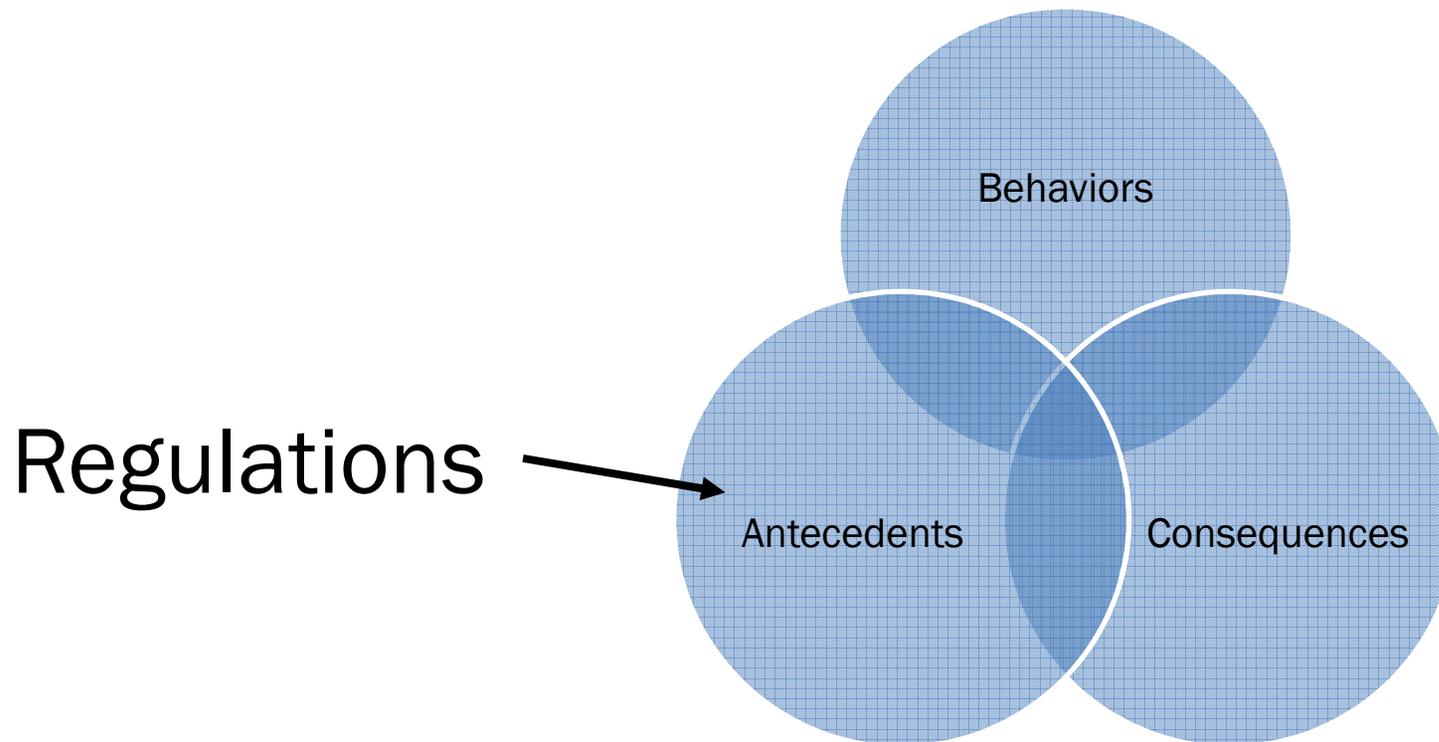
What's In The Intersections?

The center of the diagram describes the confluence of antecedents, behaviors and consequences.

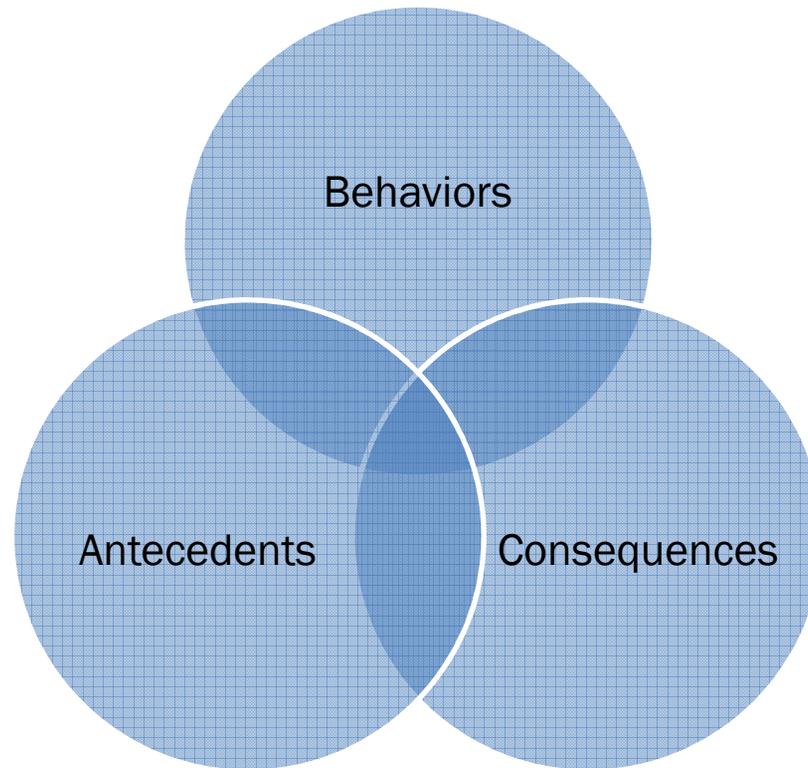


This intersection describes how consequences and antecedents influence each other.

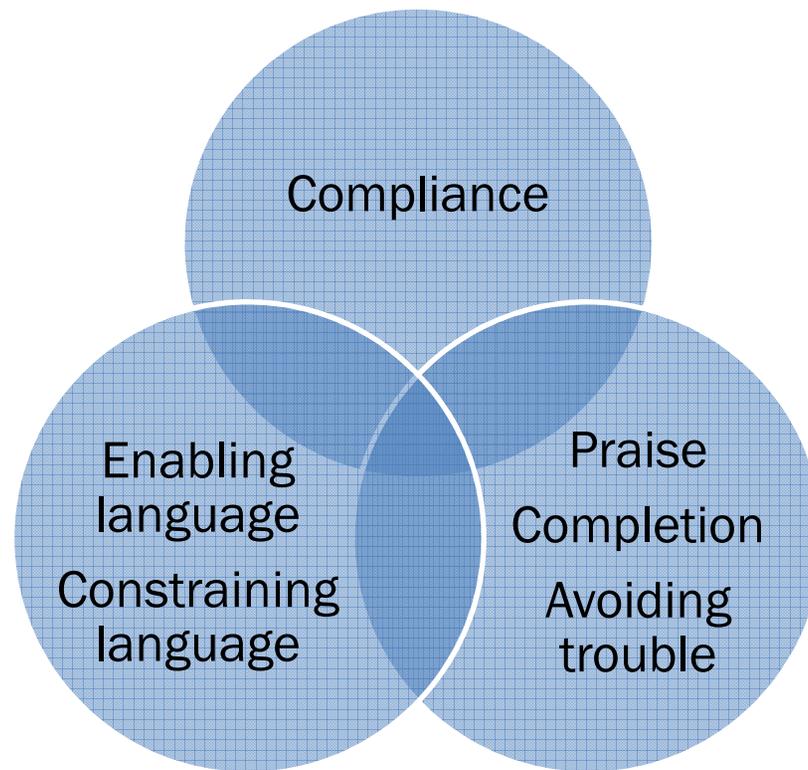
Where Are Regulations?



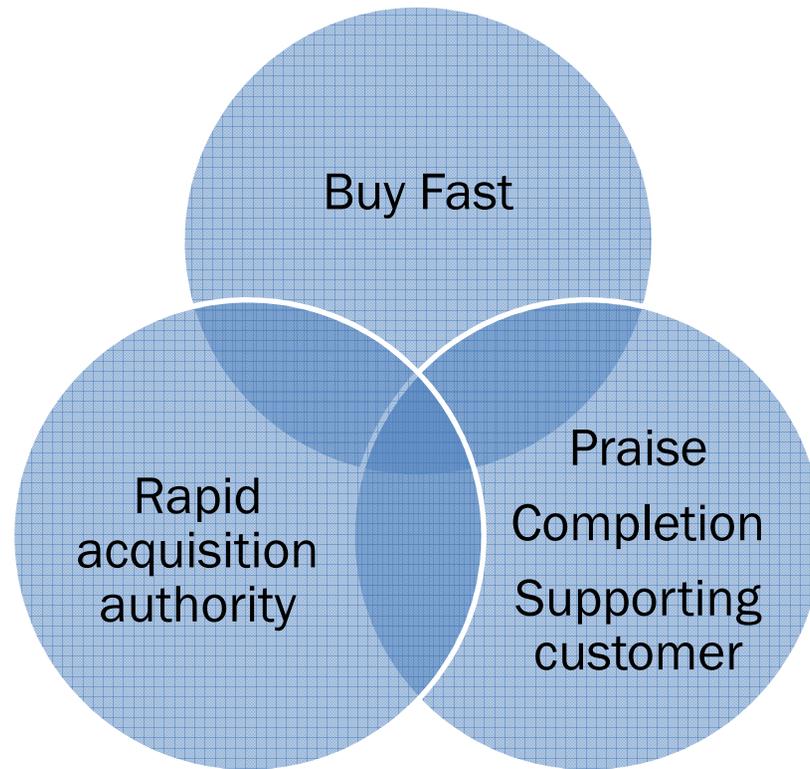
How Can We Use The Model?



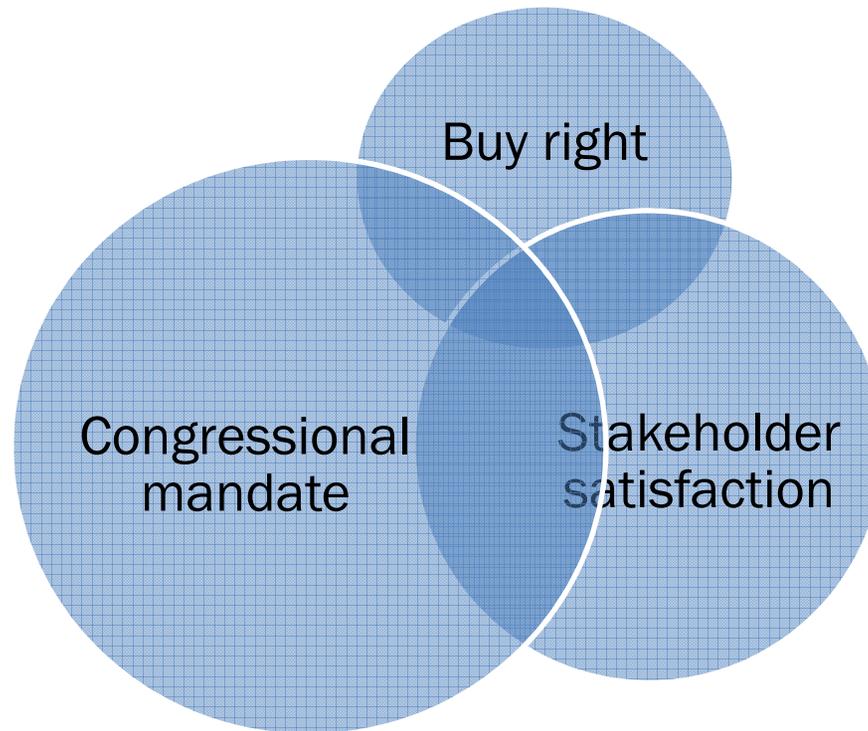
Ordinary Professional Services Acquisition



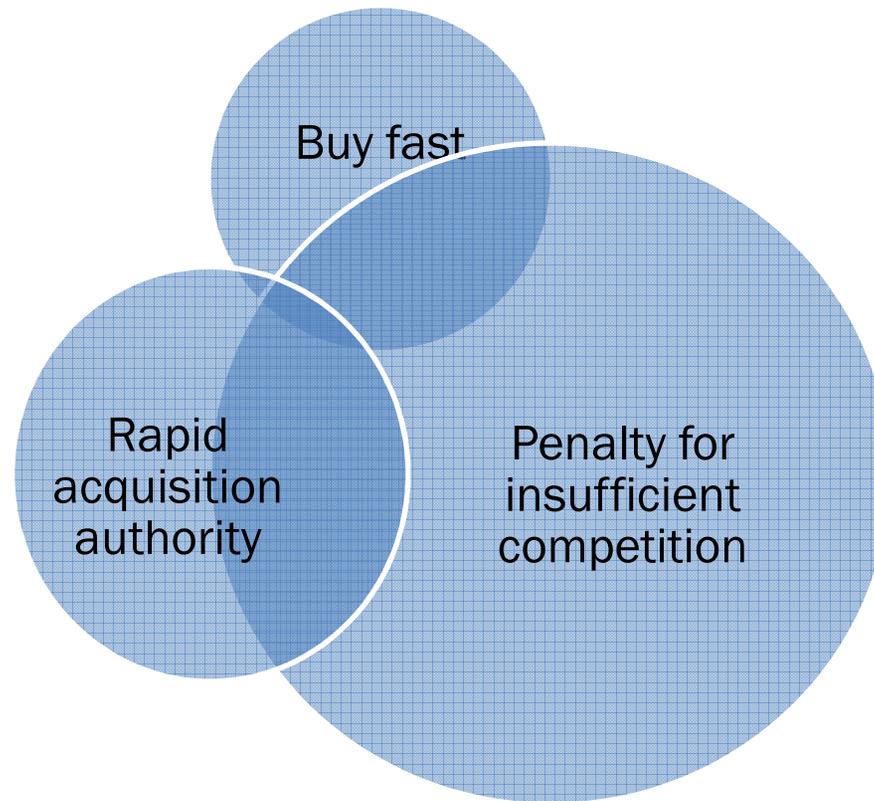
Rapid Acquisition



Disproportionate Impact



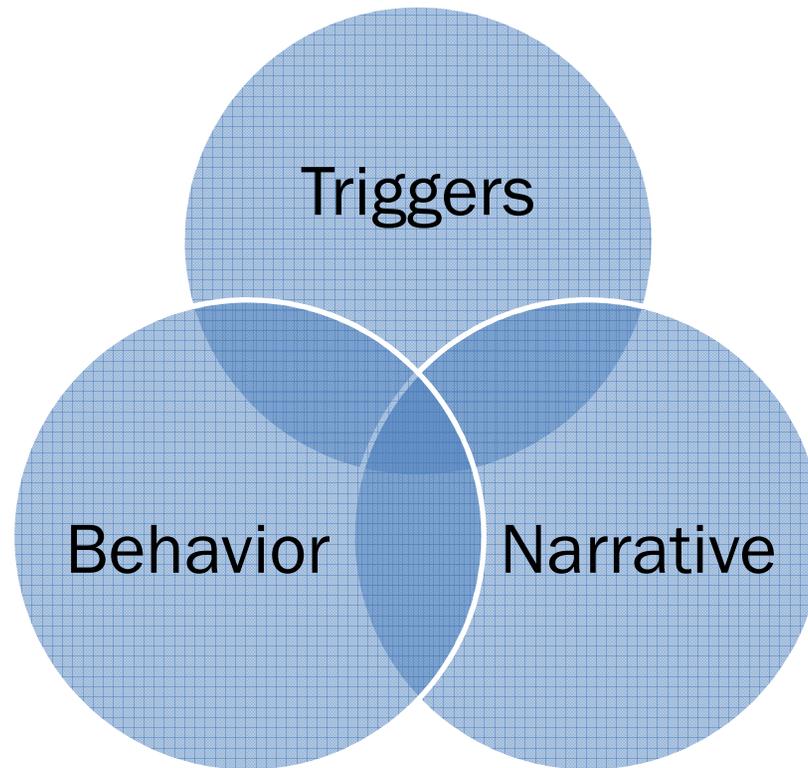
Disproportionate Impact



What's The Relationship?

Antecedents, Behaviors and
Consequences create culture

What's In A Rationale?



Two Ways We Apprehend and Comprehend Information

System 1

- Detect that one object is more distant than another.
- Orient to the source of a sudden sound.
- Complete the phrase “bread and...”
- Make a “disgust face” when shown a horrible picture.
- Detect hostility in a voice.
- Answer to $2 + 2 = ?$
- Read words on large billboards.
- Find a strong move in chess.
- Understand simple sentences.

System 2

- Brace for the starter gun in a race.
- Focus attention on the clowns in the circus.
- Focus on the voice of a particular person in a crowded and noisy room.
- Search memory to identify a surprising sound.
- Maintain a faster walking speed than is natural.
- Monitor the appropriateness of your behavior.
- Park in a narrow space (for most people except garage attendants).
- Check the validity of a complex logical argument.

Daniel Kahneman. Thinking, Fast and Slow (pp. 21-22). Macmillan. Kindle Edition.

Motivation And System 1

Direction
Movement
Valence

Consequences And System 2

Is it good or bad for me?

Is it good or bad for others?

Why Consequences Matter

People are highly motivated by what happens to them *after* they do something

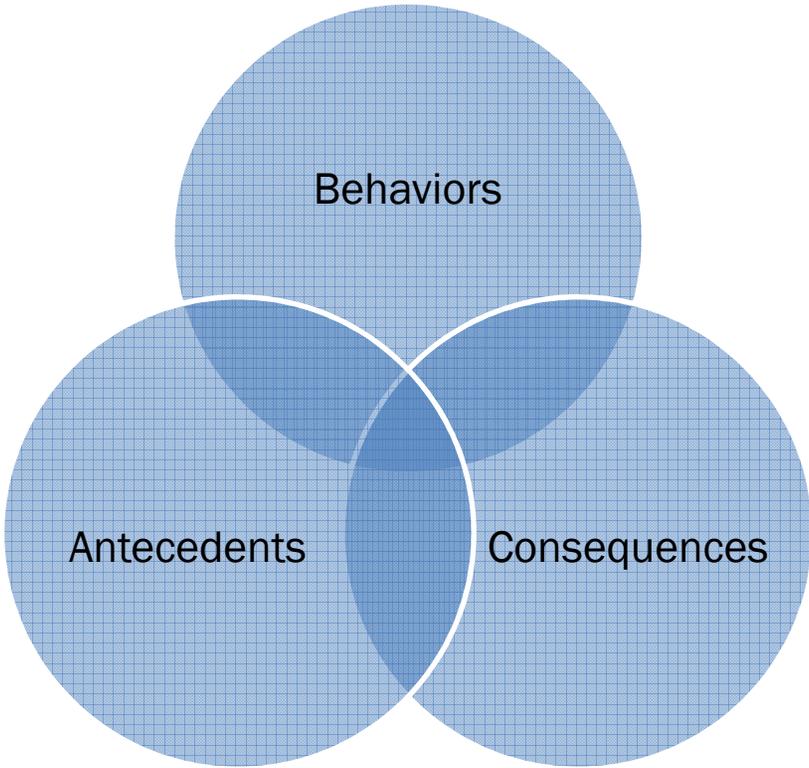
An Effective Consequence

Certain
Immediate
Positive

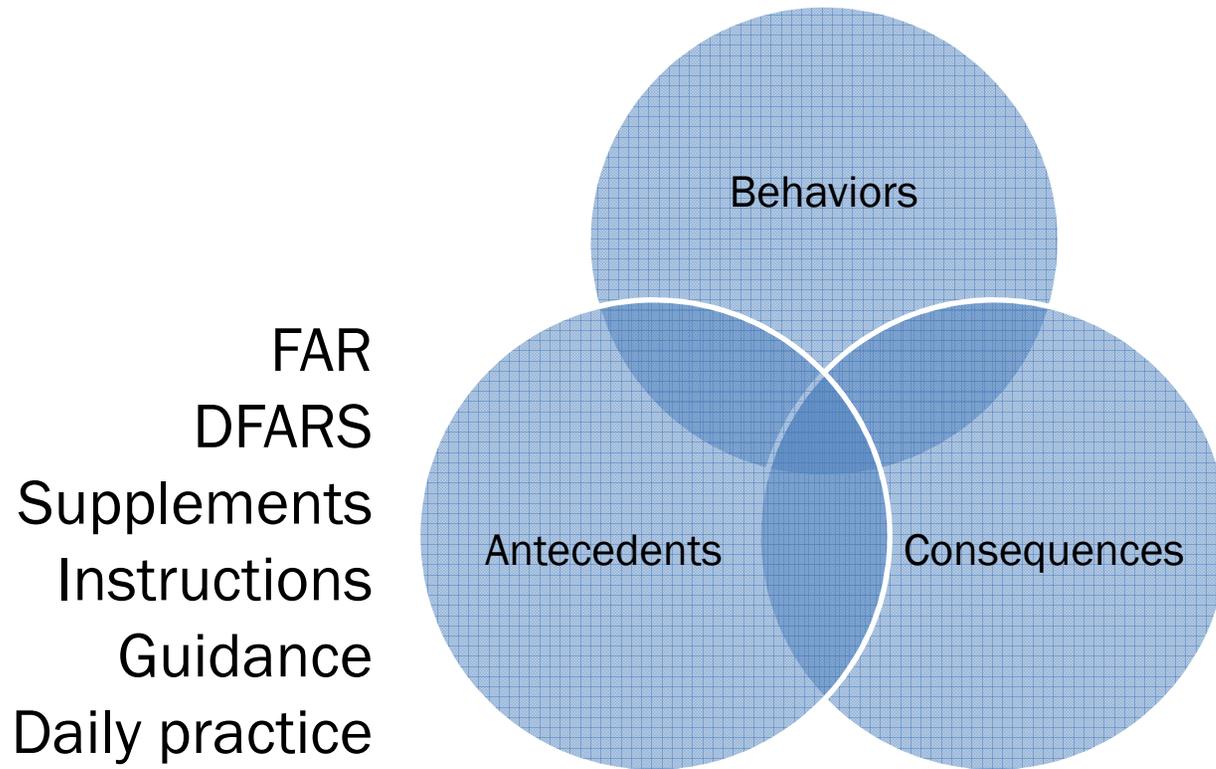
Culture And Your Mission

Can we get there from here?

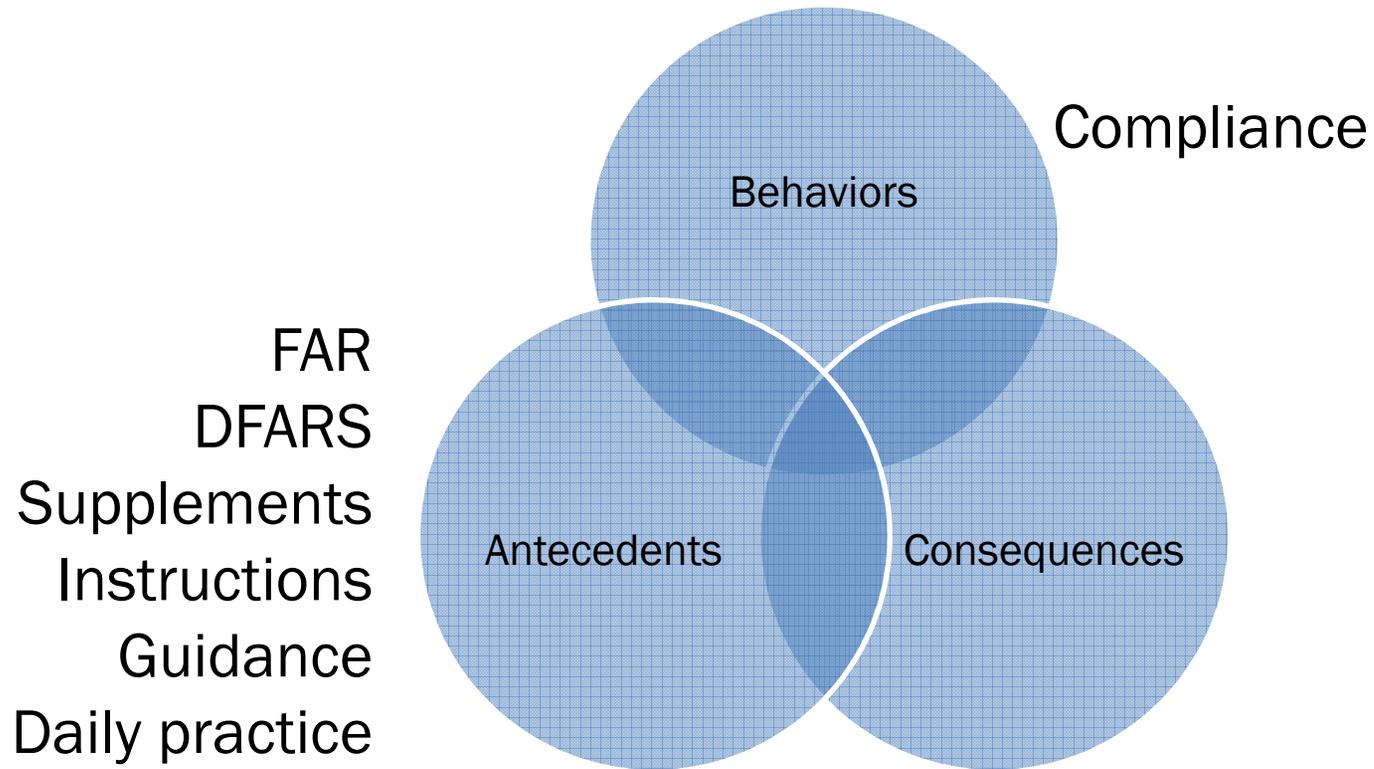
Your Mission And ABCs



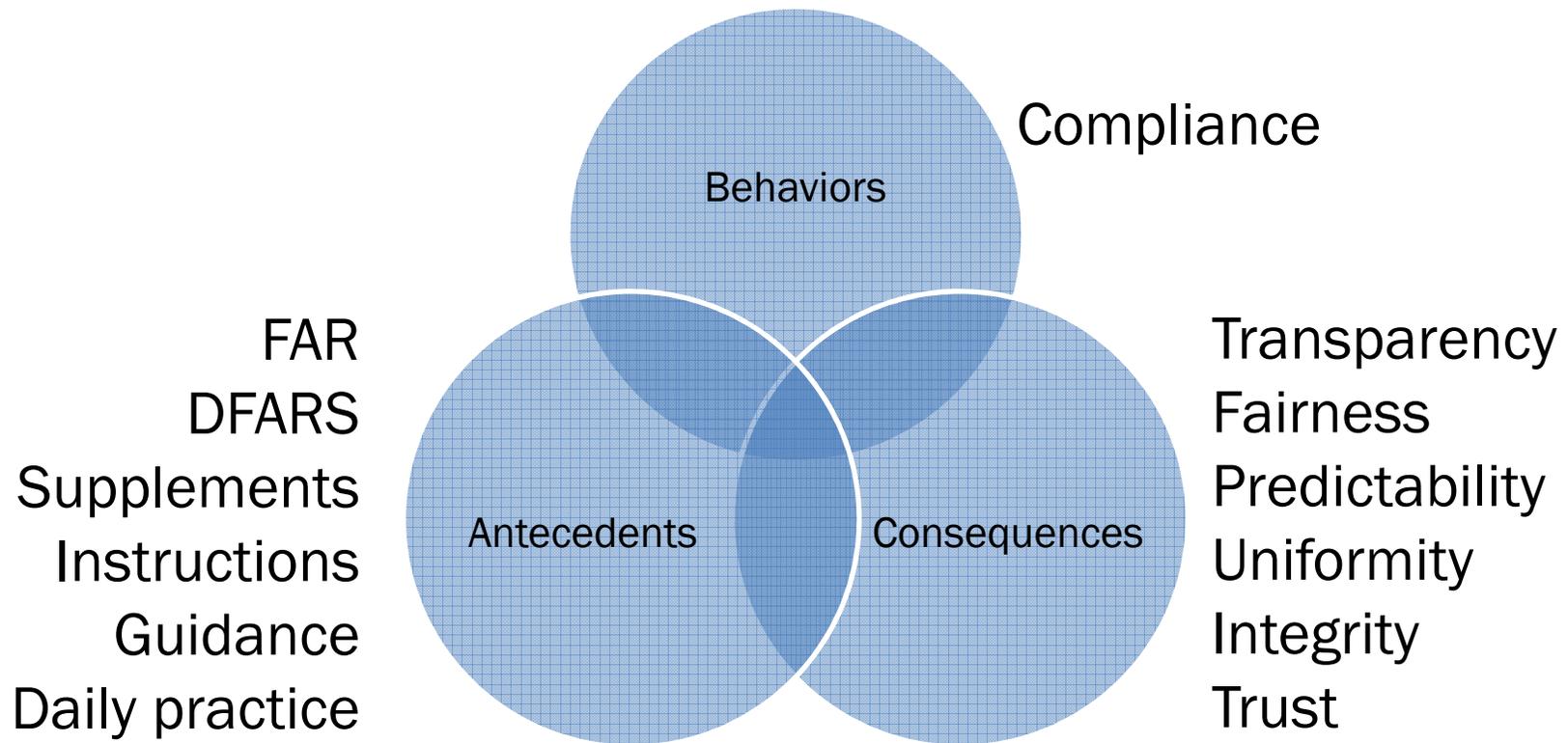
Your Mission And ABCs



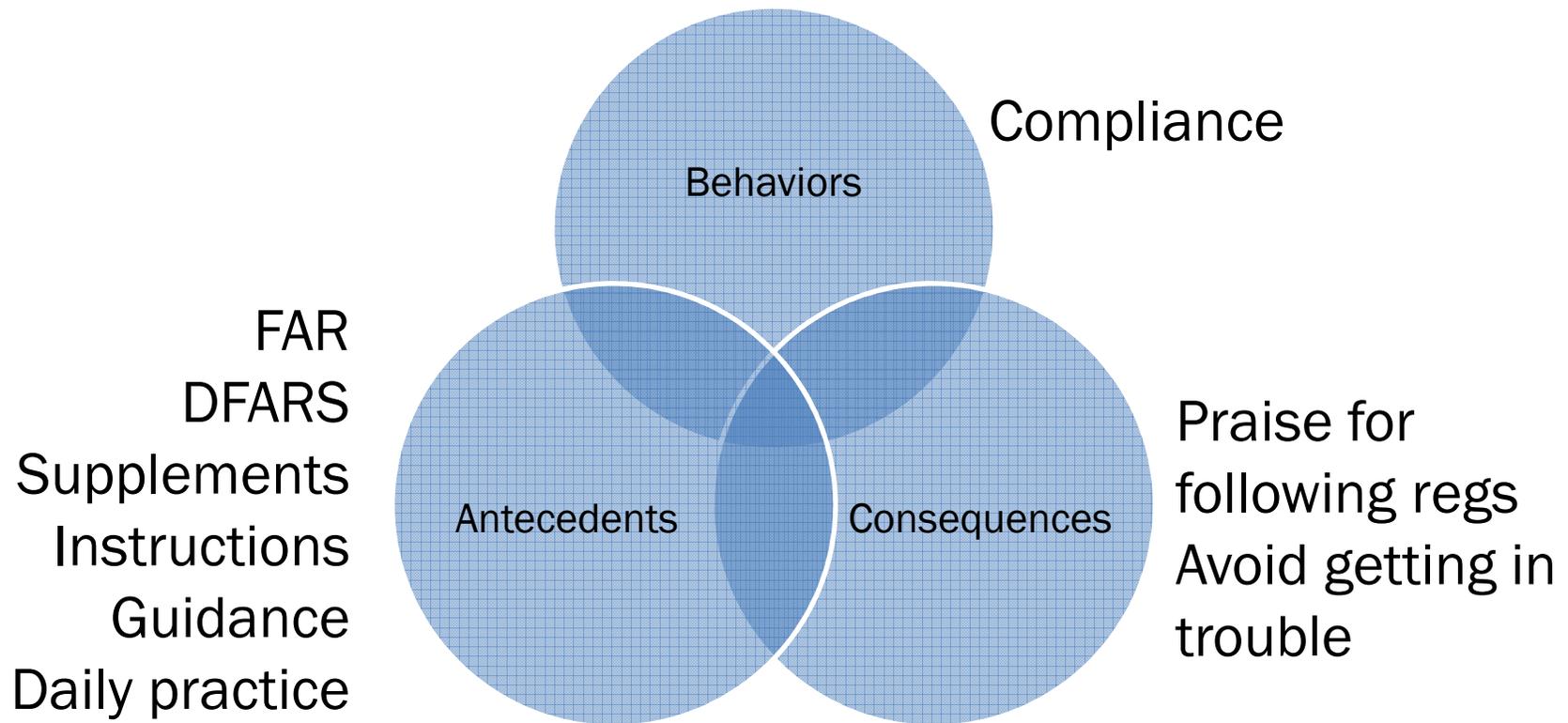
Your Mission And ABCs



Your Mission And ABCs



Your Mission And ABCs



Your Mission And Consequences

	Positive Applies Stimulus	Negative Removes Stimulus
Reinforcement Increases frequency of behavior	(PR) Praise, Satisfaction, Get Under Contract, Win Protest	(NR) Avoid trouble, Attention, Protest
Punishment Decreases frequency of behavior	(PP) Reprimand, Written up, Less meaningful work, Lose warrant	(NP) Being reassigned, Passed over for acquisitions, Career stall

Why Have I Shown You All This????

Recommendations Pertaining To Regulations

- What is the intended behavior associated with a regulation?
- Does the regulation, as worded, effectively align ABCs?
- If government changed language would that change affect Antecedents in such a way as to promote new/different Behavior which would be supported by an appropriate Consequence?
- Is a change in regulation the correct Antecedent for the correct Behavior change?

Recommendations Pertaining To Organizations

- Better understand ABCs from the front-line worker's perspective
- Don't just focus on the front-line worker
- Determine the behavior you want, align Antecedents and Consequences to it
- If you want acquisitions to be faster, cost less and deliver more value, understand how current ABCs produce what you get
- If it's important that acquisitions be truly a team effort, give teams real authority and accountability to each other
- Show Congress how they're part of the system

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