

Enterprising Bureaucracy! Oxymoron or Possibility?

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<http://erikjohanssonphoto.com/work/go-road/>

Project's aims



1. Harness existing entrepreneurship inside the organization.
2. Add more employees to the circles of intra-preneurship.
3. Develop an internal entrepreneurship culture.

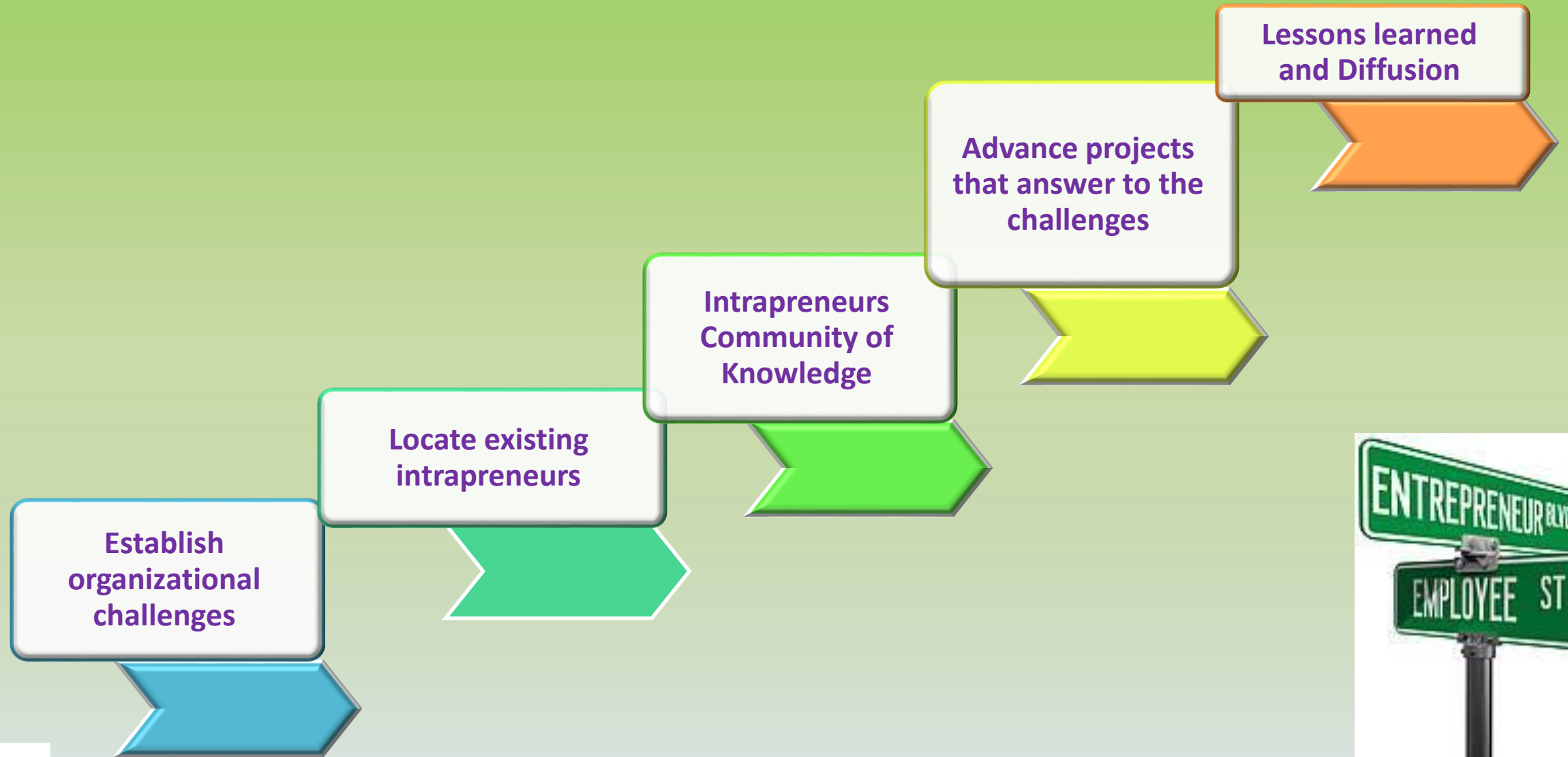
Dilemma

1. Performance is a result of organizational culture.
2. Performance, in turn, reinforces organizational culture.

How do you introduce change into this self-reinforcing loop?

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- Small, incremental, long term, redundant behavioral changes.

5 stages to the project



POSITIVE DEVIATION – 7 STEPS

Positive Deviance

1. Define + Identify the phenomenon you want to promote (What?).
2. Define + Identify the target population (Who Should be doing the “what”?)
3. Find positive examples of this phenomenon among the population.
4. Explore these examples vs. “normal” population: behaviors, context, values, world view [Co-Inquiry].
5. Run a pilot program / experiment focused on behaviors changes. [Leverage populations, for example, select the early adopters + influentials].
6. Distribute Lessons Learned, focus on large scale implementation.
7. Disseminate / Institutionalize the changes you want.

Positive Deviance – 2 - *Outputs*

1. Set of Outputs, if possible BEHAVIORS that lead to desired outputs (What?).
2. Specific target population (Who? Should be doing the “what?”).
3. At least 5 positive examples of the positive outputs.
4. What makes for the difference between “positives” and “normals”.
Behaviors > Context > Perceptions > Values > Retention & Transfer mechanisms.
5. Learning in context: When we try to teach “normals” to switch to positive, what happens, what’s achieved, what not, HOW.
6. Get critical mass changed.
7. Keep it in place until the next wave of changes.