



Dedicated to the development of mission critical competencies (Knowledge, Skills, and Attributes) in adult learners that create a positive and permanent change in behavior, beliefs, or attitudes.

# A Wetherhaven Production

**UNDERLYING ASSUMPTIONS** (Key assumptions on which continuous change process training is based)

- a) A logical argument can be developed for any conclusion. To change the conclusion, the underlying assumptions change.
- b) If we have a desired result, there are not only components necessary to get that result, (the content) there is a process or road map (the context) in which those components must be executed to get the desired result. (Chemistry)

For example: In chemistry, if you have a desired result, it is not enough to define the chemicals (content). The order, amounts and the way those chemicals are combined as well as the environment for reaction (context) are critical to define if you hope to create the desired result.

- c) TVM, more than anything else, clearly states a desired result. We will turn this desired result into a clear vision of what Hart Crowser looks like if we execute and implement the necessary road map effectively.
- d) Everyone in this room is highly dedicated, highly intelligent and is investing at least 110% to fulfill Hart Crowser's mission.
- e) Confrontation is healthy if based on:

Accepting someone's point of view does not mean you agree with them. It means you allow the space for differences. People have different points of view because they base their opinions on different sets of assumptions. A point of view is not good or bad, just different. Healthy confrontation, therefore, states "I accept your point of view. I have a different point of view." Arguments occur when I say you are wrong.

- f) "If you always do what you have always done, you will always get what you always got."  
*Larry Wilson* To expect a different result from the same behavior is a good definition of insanity.
- g) I cannot change your beliefs or attitudes. I will not tell you that your beliefs will positively or negatively affect the desired result you envision. What I will tell you is your expressed behaviors have a profound affect on the desired result you envision.
- h) You are totally responsible for the affects of your behaviors on those around you and totally accountable to those around you for the affects of your behavior.

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Page 2

- i) "What you are speaks so loudly I can't hear what you say." *Emerson* "You can't give away what you don't own anymore than you can come from where you haven't been." *Larry Wilson*  
You must model the behaviors discussed or the envisioned results "will not" materialize.
- j) Ninety percent of organizations that introduce a quality process fail in that introduction. They introduce new processes, teams, education, and knowledge. They do not make the personal changes in behavior necessary to model the work environment (results) they envision. They implement the new process with the same style that they used in the past, i.e., same behaviors expecting new results (insane).
- k) If we model the behaviors (road map) defined in this process, we will build the self-esteem of our team members. As self-esteem is re-enforced, personal, team and organizational productivity will increase. The higher the individual self-esteem, the stronger the ego. The stronger the ego, the more comfortable one is accepting opposing points of view. The more comfortable accepting opposing points of view, the better the relationships and understanding. The better the relationships and understanding, the better the organization is able to create the results envisioned.
- l) The chain of events (the reaction) in this process does not happen in a vacuum, it is totally dependent on the type of relationships we develop. You have the choice to either be a buffer to the process or a catalyst.
- m) In statistical process control, we improve value by removing the variability in the process. We define what we want (the value targets) then introduce a process to start eliminating those things keeping us from hitting those targets (road blocks) or we introduce resources to help us hit the targets (i.e., training, practice, etc.). We must provide consistency to improve value. If we define our mission, values (unifying principles), vision and key management issues (value targets) and then remove roadblocks and/or add results to help us bring our performance (behavior) in line with the mission, values, vision, value targets, we build integrity into the organization. Integrity is defined simply as walking your talk. People are attracted to people and organizations with high integrity.
- n) Movement, not an absolute shift in behavior, gauges success.