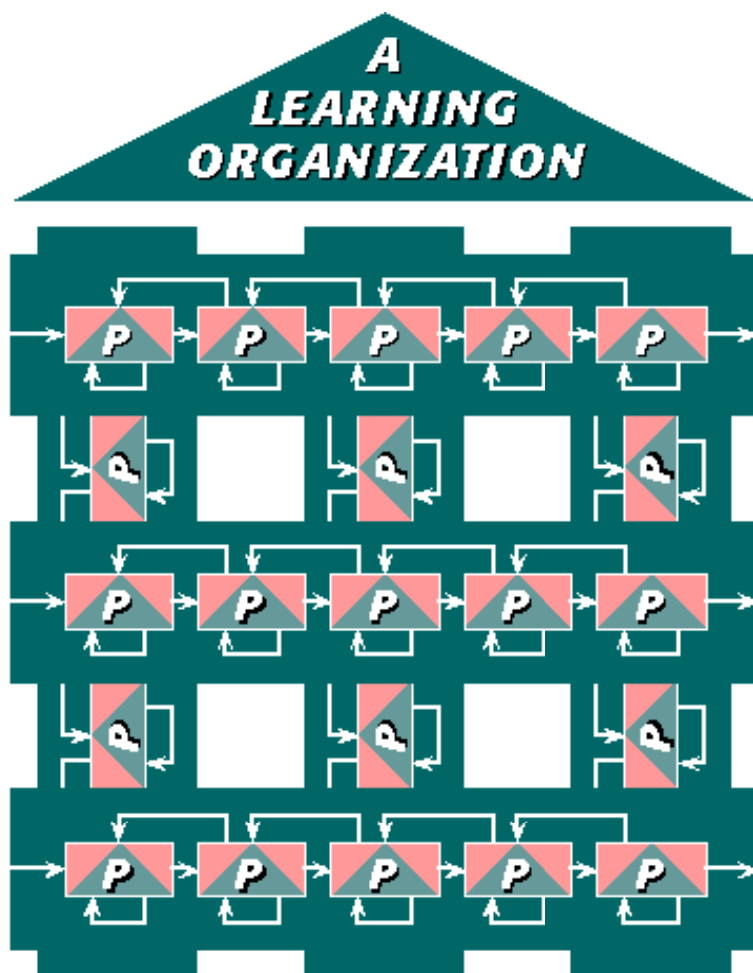


# Learning, Ego, Spirit, and Critical Success Factors

## *Enhancing Consciousness*



Ralph H. Kilmann

# Defining the Essence of Learning Organizations

- A learning organization continuously describes, controls, and improves the processes by which knowledge is acquired, distributed, interpreted, stored, retrieved, and used – in order to achieve organizational success.

**The Challenge:  
Becoming Explicit and  
Effective at Improving  
LEARNING PROCESSES  
IN AN ORGANIZATION**

## **Examples of Learning Processes**



- **Facilitating Cross-Boundary Exchanges Among All Key Stakeholders**
- **Benchmarking Best Practices**
- **Extracting Useful Knowledge from Past Organizational Failures and Successes**
- **Synthesizing Core Competencies Across Strategic Business Units**
- **Gaining Knowledge Through Strategic Alliances, Ventures, and Acquisitions**
- **Conducting Experiments on Radical Organizational Forms and Networks**
- **Capturing Employee Expertise and Experiences into Shared Databases**

# The Core Attributes of LEARNING ORGANIZATIONS

- All Organizations Learn – Acquire, Disseminate, and Utilize Knowledge – Otherwise, They Couldn't Survive!
- But They Differ in Learning Orientation and How Well They Facilitate Learning
- The Bottom-Line Question: *Does Your Organization Include Systems and Processes for Effectively Capturing Knowledge and Rapidly Spreading Its Use Throughout the Company?*

**A Learning Organization *EXPLICITLY* Identifies, Measures, and Manages How Well It Learns!**

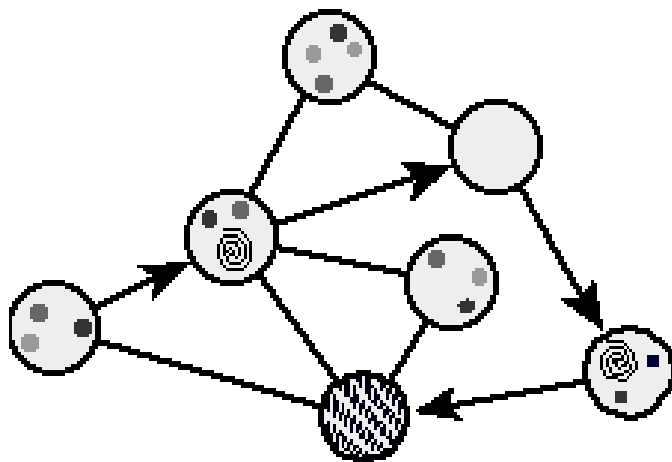
# The Learning Imperative: LEARN OR DIE!



- If organizations and institutions do not learn – *better and faster* – from their experiences in our competitive, global economy and do not translate this new knowledge – *better and faster* – into improved systems, processes, products, and services, **THEY WILL DIE!**
- Learning better and faster may be the only sustainable competitive advantage
- Learning better and faster may be the key to global survival

## Defining Self-Aware Consciousness

- **Getting Acquainted with Your Paradigm** and How It Differs from Other Paradigms (Mental Categories and Relationships for Seeing, Thinking, and Behaving)
- **Consciously Changing Your Paradigm to Be More Adaptive for Today's Challenges** (Being Up to Date with What Is Known About the Nature of Light, Space, Time, Mass, Energy, Life – and Yourself)



# Enabling Self-Aware Consciousness



- **Ego Energy (Freud)**
  - **Egocentric Orientation**
  - **Sociocentric Orientation**
  - **Worldcentric Orientation**
- **Spiritual Enlightenment (Buddha)**
  - **Psychic Stage (Physiosphere)**
  - **Subtle Stage (Emotiosphere)**
  - **Causal Stage (Emptiness)**
  - **Nondual Stage (Wholeness)**

## Exploring Ego Energy



1. **SELF-IDENTITY:** Who Am I? What Makes Me Special or Unique?
2. **SELF-COMPETENCY:** How Effective Am I at Being Who I Am? Are My Decisions, Actions, and Attachments Ethical?
3. **SELF-VALUE:** Can I Provide What Others Need or Want? Are Others Benefiting from My Decisions/Actions/Attachments?
4. **SELF-WORTH:** Am I a Good or Bad Person? Do I Deserve to Be Happy?
5. **SELF-RESPONSIBILITY:** Who Controls Who I Am, What I Do, and Whether I Am Good or Bad, Happy or Sad?

# 1. Self-Identity

- **What is my essence? To what “objects” (thoughts, things, and people) do I attach myself? What attachments do I use to define who I am? Can I redefine my essence so that I am not vulnerable to losing the very things that are usually “taken away” during organizational change and transformation (such as job titles, office locations, parking spaces, assigned tasks, objectives, people, and familiar practices)?**

**Exploring the Self Requires a  
QUANTUM INFRASTRUCTURE**

## 2. Self-Competency

- How skilled am I at detaching my ego from objects and reattaching myself to new thoughts, things, and people? How resilient am I during organizational change and transformation? Am I able to accept loss and move on? How can I enhance my capacity to switch my ego attachments more quickly and with much less pain?

**Exploring the Self Requires a  
QUANTUM INFRASTRUCTURE**

### 3. Self-Value



- How do I add value to others? Am I secure enough as a person to supply what others need and want? Can I put myself in other people's shoes so that I can genuinely experience their worldview? Do I feel less valuable the more I give to others – or can I add value to myself while I give wholeheartedly to others?

**Exploring the Self Requires a  
QUANTUM INFRASTRUCTURE**

## 4. Self-Worth



- Am I a happy person? Do I have any regrets? Can I make sure that I won't have regrets in the future? What makes me happy? Is it things, thoughts, people, or some spiritual essence inside me? Do I want to change what makes me happy so that my sense of well-being is deep and secure?

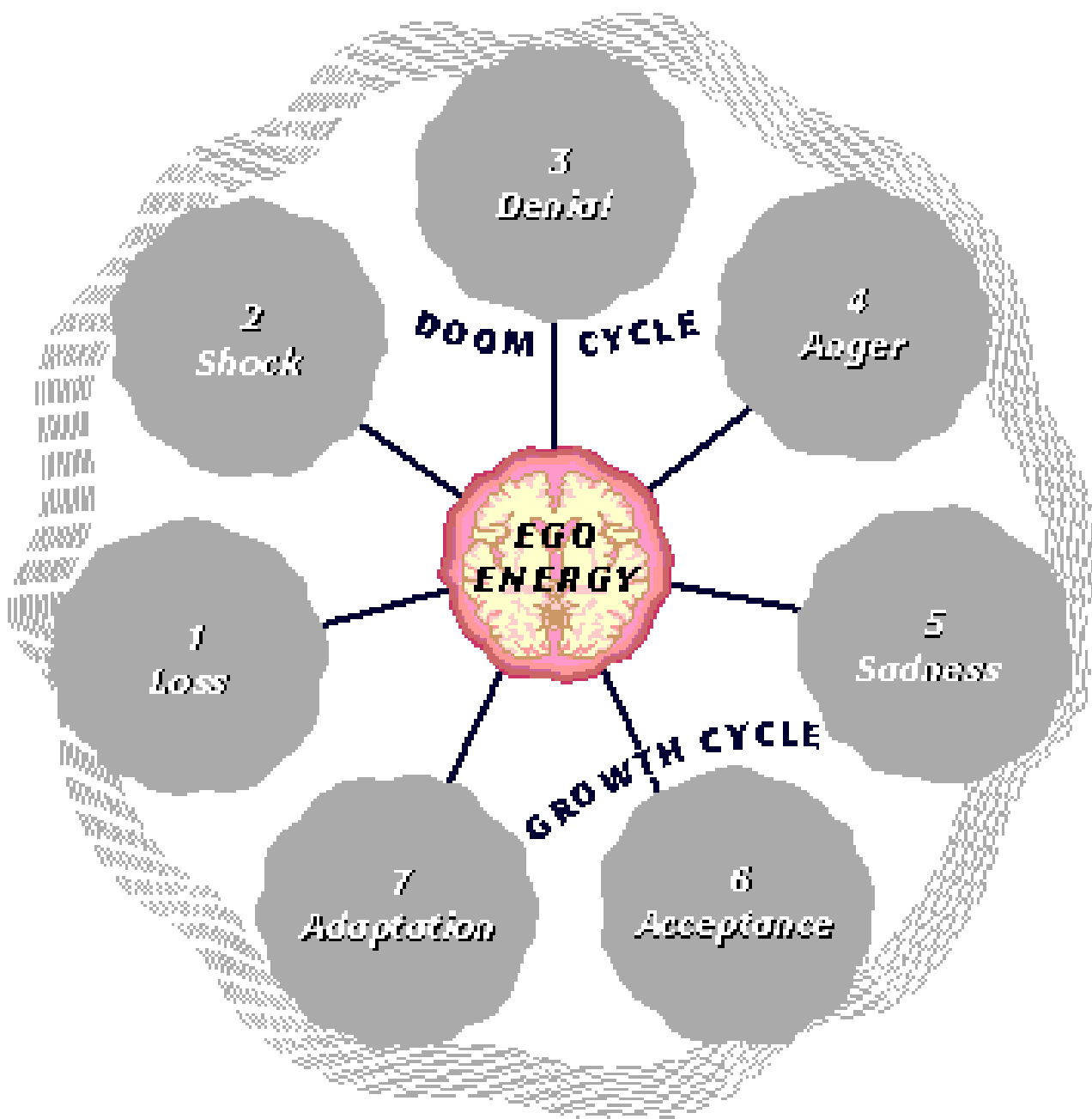
**Exploring the Self Requires a  
QUANTUM INFRASTRUCTURE**

## 5. Self-Responsibility

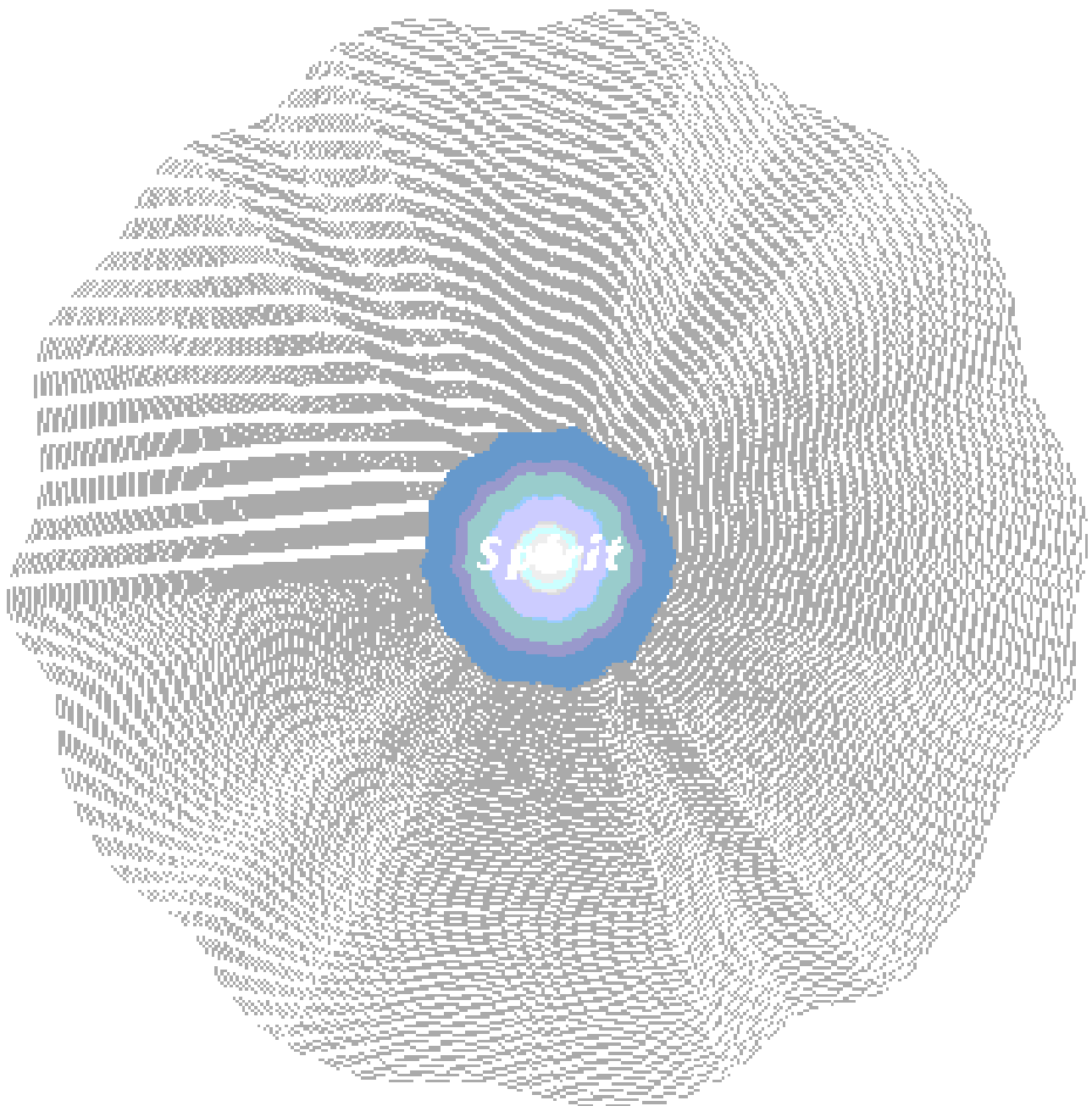
- **Do I live unconsciously? How can I be more aware of my thoughts, feelings, and emotions? Do I accept the consequences of my decisions and actions? Do I avoid or deny the role I play in what happens to me and others? How can I face life head on and not hide from what is or what could be? How can I ensure that I won't deceive myself – especially when reality hurts?**

**Exploring the Self Requires a  
QUANTUM INFRASTRUCTURE**

## Ego Energy and Coping with Loss (283)



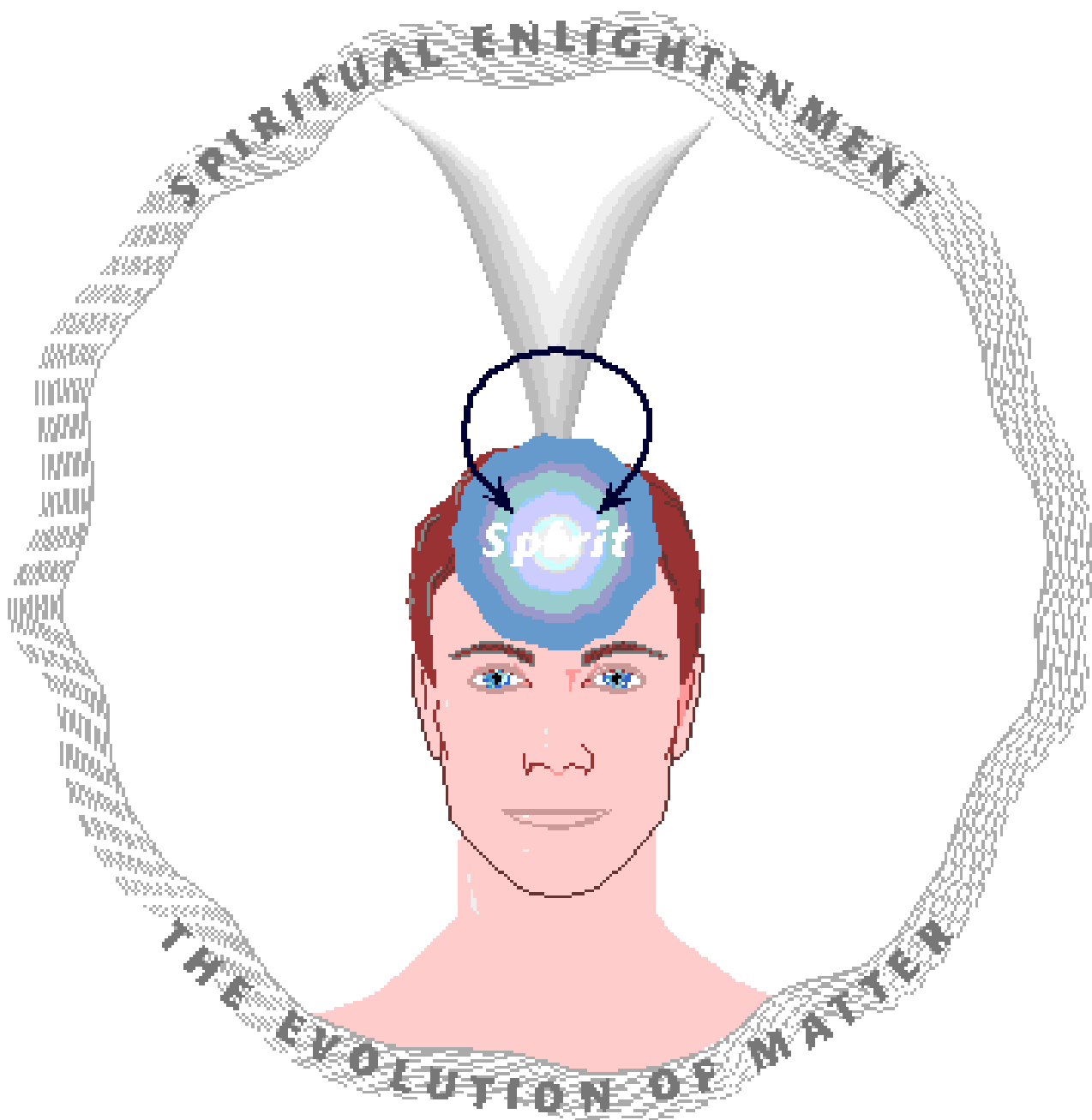
# Spirit as the Creation of Spacetime (292)



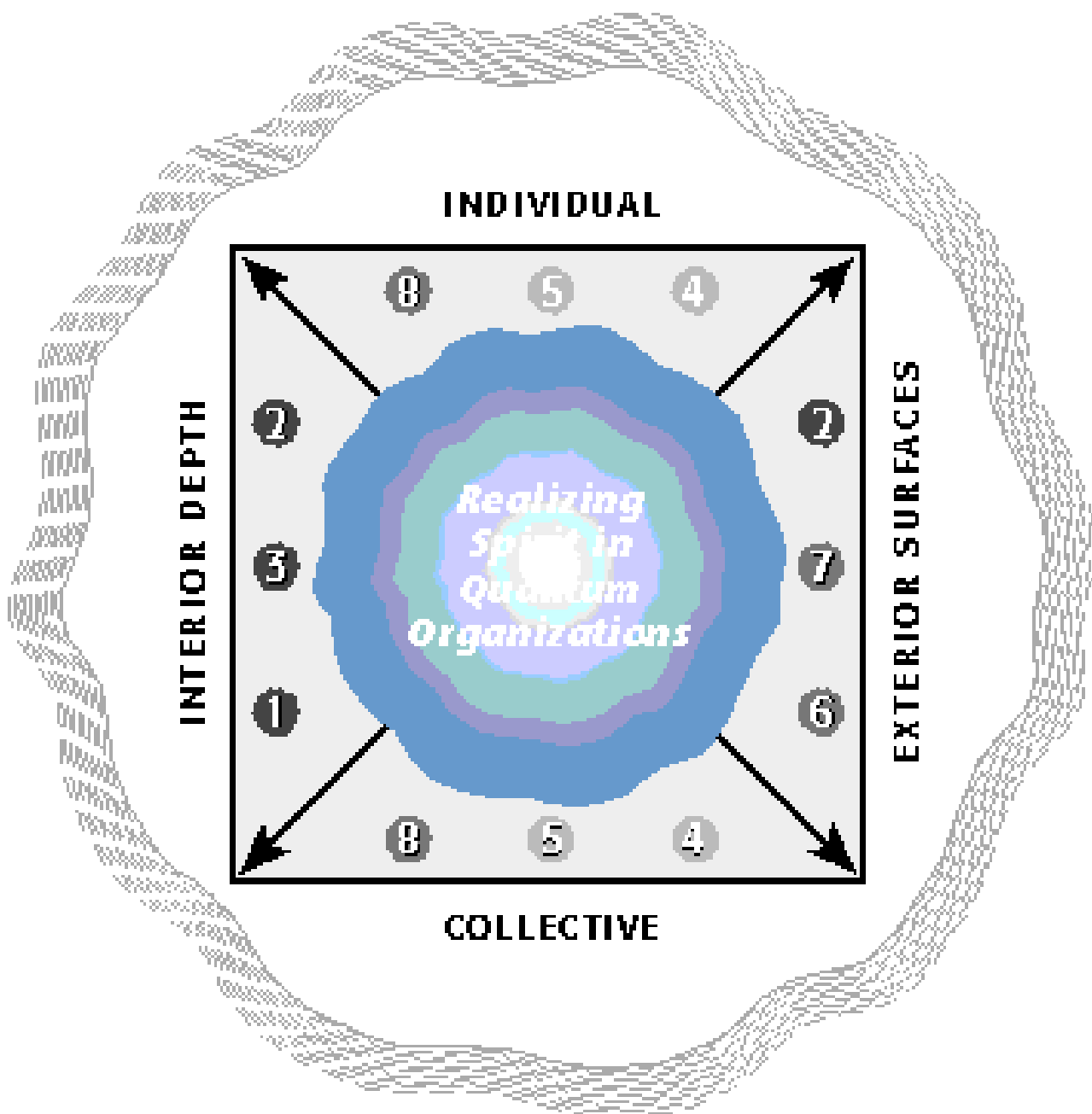
# Human Forms Evolve to Know Spirit (294)



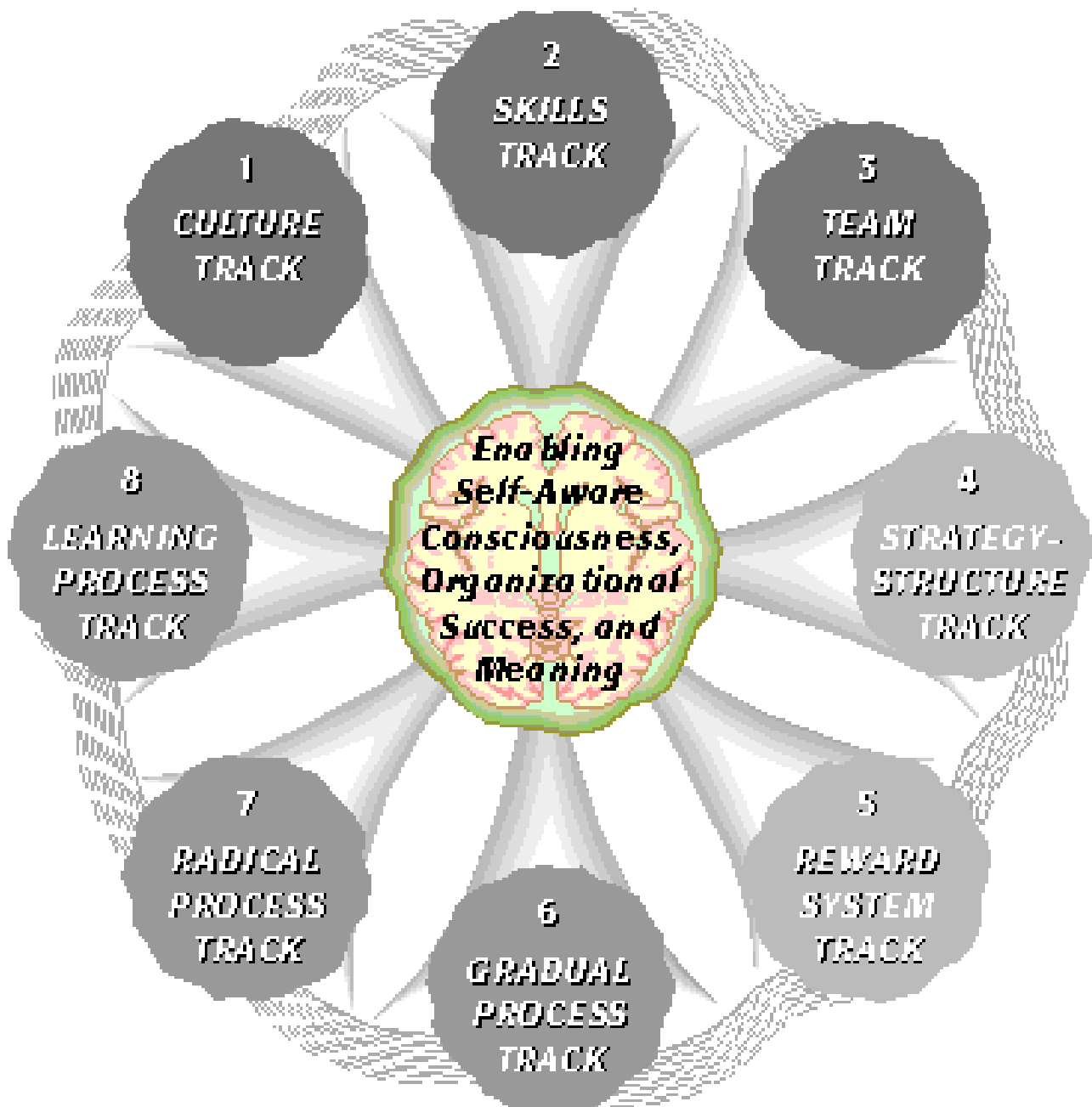
## Human Forms as Self-Aware Spirit (295)



# Spirit and Self-Transformation (298)



# The Valuable Consequences of Self-Transformation (271)



## **The Universal Principles for Organizational Transformation...**

- All Employees Must Be Capable of Understanding, Accepting, and Directly Participating in the Change Process**
- The GAP Between the Old Paradigm and a New Paradigm Must Be Clearly Specified, Widely Shared, and Accepted**
- A Steering Committee (Composed of Top Management and Representatives from All Levels, Areas, and Locations) Must Be Formed and Feel Empowered to Lead/Manage Planned Change**
- A Master Plan of the Interconnected Interventions Must Be Developed and Shared Throughout the Organization**

## **The Universal Principles for Organizational Transformation...**



- The Steering Committee Must Also Plan How to Manage the Excess Capacity That Results from Process Improvements**
- Systemwide Quantum Infrastructures Must Be in Place Before Proceeding with Other Major Changes and Improvements**
- The Organization's Strategy Must Be Based on Up-to-Date Assumptions of Present – and Future – Stakeholders**
- The Organization's Structure Must Be Redesigned to Serve Its New Strategy**
- The Organization's Reward Systems Must Reinforce All Other Systems – and Subsequent Process Improvements**

# **The Universal Principles for Organizational Transformation**



- **Process Improvements Must Not Exceed Members' Capacity to Handle Change Especially While Restructuring and Reengineering an Organization**
- **The Steering Committee Must Manage the Human Side of Transformation by Explicitly Addressing Fear, Anxiety, Loss, Resistance, and the Ethics of Change – How Pain Will Be Distributed (Shared) and How to Help Employees Who Are Redeployed or Divested**
- **What Is Learned from Transformation Must Be Captured, Spread, and Used – Faster and Better During the Next Cycle**

## **Critical Success Factors...**

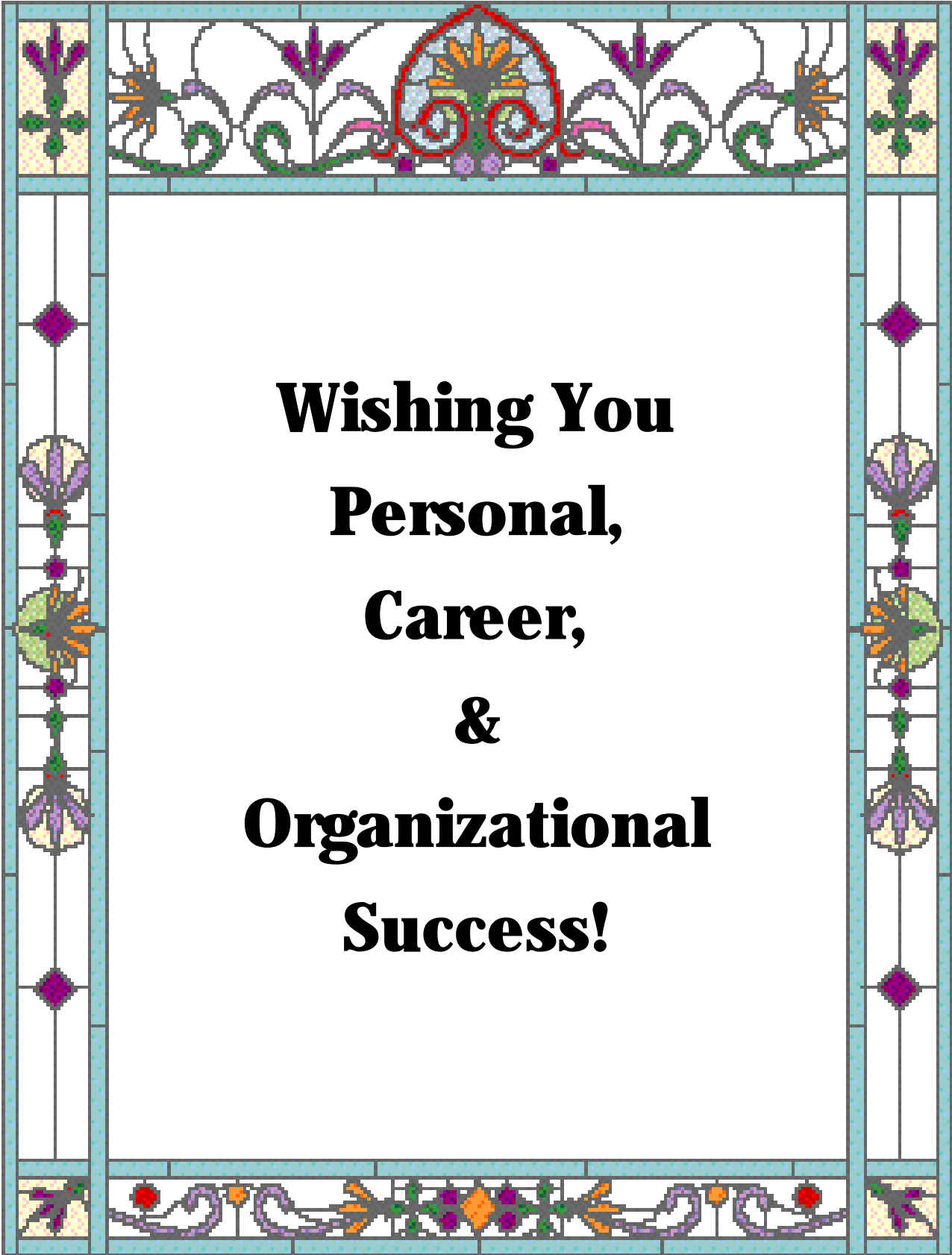


- 1. A Critical Mass of Support**
- 2. Self-Aware Senior Managers**
- 3. Rewarding Senior Managers**
- 4. Supportive Replacements**
- 5. A Probing Diagnosis**
- 6. A Steering Committee**
- 7. An Ethical Plan**
- 8. Required Attendance**
- 9. Workshops for Work Units**
- 10. Homework Assignments**

## **Critical Success Factors**



- 11. Managing Logistical Aspects**
- 12. Consistent Knowledge**
- 13. Enhancing Self-Awareness**
- 14. Self-Designing Sanctions**
- 15. Using a Process Observer**
- 16. Effective Feedback**
- 17. Group Progress Reports**
- 18. Individual Progress Reports**
- 19. Ego and Internal Control**
- 20. Celebrating Successes**



**Wishing You  
Personal,  
Career,  
&  
Organizational  
Success!**