

Incident Management, Organizational Culture and the Creation of Sustainable Change

Bureaucracy is necessary to assist human beings achieve objectives; and its focus on hierarchy and rules suggests that change can occur by simply writing better rules and enforcing those written rules more effectively. This course moves beyond this necessary but insufficient approach. It examines how the division of labor – a fundamental characteristic of bureaucracy – creates an organizational culture that makes open and honest communication less common than would be necessary in the context of quality and incident management processes. The course then describes a series of interventions designed to reconstruct a common culture that:

- Celebrates open and honest communication; and,
- Encourages staff to exceed customer expectations.

Course Outline

1. Introduction of Program and Participants
2. Quality Management and Honest Communication
3. The Structure of Organizations
4. Unintended Consequences of Bureaucracy
5. Reconstructing the Organization
 - a. Focusing on Outcomes
 - b. The Frequent Meeting Protocol
 - c. Leadership vs. Management
6. Sustaining the Change
 - a. Cooperative Decision Making Processes
 - b. Structured Employment Interviews
 - c. Supervisors as Coaches
 - d. Stakeholder Education
 - e. Rewards
7. Summary and Evaluation