

TABLE OF CONTENTS

LIST OF FIGURES	VII
LIST OF TABLES	VIII
APPRECIATIONS.....	IX
ABSTRACT.....	X
A NOTE TO READERS: HOW TO READ THIS PAPER	XI
INTRODUCTION.....	1
COLLABORATIVE GOALS OF THIS PAPER.....	4
Doing Our Own Work.....	7
THE ACCIDENTAL ADVERSARIES ARCHETYPE AT WORK.....	8
Key Risk Factors.....	11
Fault Lines	12
HOW THE CT, INC. PROJECT CAME INTO BEING	12
Early Observations	13
A STORY TOLD IN THREE PARTS.....	14
Part One—the CT, Inc. Story	15
Part Two—Conceptual Overview and Meaning-making	15
Part Three—Practice Transformed	16
A TAPESTRY OF NARRATIVE VOICES—FORMATTING TOOLS	16
THE PROJECT’S ROOTS IN SYSTEMS THINKING	20
Birds and Frogs	22
Introduction to Central Concepts of Systems/Systemic Thinking.....	23
Introduction to the Symbolic Language of Systems Thinking.....	26
The Accidental Adversaries Archetype—Underlying Structures	28
A NOTE ABOUT APPRECIATIVE INQUIRY	35
METHODOLOGY	36
ORIGINAL PROJECT METHODOLOGY: 1999-2000.....	37
OLH Project Focus, Design, and Interview Guide for CT, Inc.	40
Confidentiality	45
Original Project Goals	46
DISSERTATION METHODOLOGY.....	47
Social Construction of Themes Using Grounded Theory.....	48
Sources of Data	53
Constructing the Narrative Voice: Weick’s Narrative Style of Research.....	55

PART I: NARRATIVE ANALYSIS	61
PROLOGUE— A PLAY WITHIN-A-PLAY, WITHIN-A-PLAY, WITHIN-A-PLAY	63
A Change in the Play Book: From Hands-off to Social Construction.....	64
OLH PROJECT INITIATION AND FOCUS	69
CT, Inc. Company Background and Business Environment	70
Change Happens While We’re Busy Making Plans	72
THE NARRATIVE.....	79
Marketing: Social Construction of the CT, Inc. Story	79
Relationships in R&D Practice	83
Leadership and the Struggle to Lead Change	84
Sowing Seeds of Accidental Adversaries	95
Golden Eggs and Pendulums	100
Negation and Loss of Affirmation	103
Individual Sense-making, Identity, Negation and Affirmation.....	106
Innovating Under the Radar	117
A SYSTEMIC PICTURE: THE CT, INC. ACCIDENTAL ADVERSARIES MODEL.....	122
MAKING RECOMMENDATIONS--THEN AND NOW.....	128
POSTSCRIPT...THE REST OF THE STORY.....	134
PART II: CONCEPTUAL FRAMEWORK FOR MEANING-MAKING	136
DEFINING THE “PROJECT” AND THE ROLES OF TOOLS AND IDENTITY.....	138
Identity and Relationships of The Self	144
Identity and Reflexivity in Learning Histories	146
LIMITATIONS OF THE ORGANIZATIONAL LEARNING HISTORY APPROACH.....	149
THE ORGANIZATIONAL LEARNING HISTORY APPROACH AND GROUNDED THEORY	159
DEFINING THE “PROJECT”.....	162
MULTI-BEING IN SOCIAL CONSTRUCTIONIST THOUGHT	164
Relational Ontology.....	168
Most Practiced Ways of Being	169
Reconstructing Strengths as Emergent Multi-being.....	170
Internal Conflict and the “Challenge of Flight”	177
DABROWSKI’S THEORY OF POSITIVE DISINTEGRATION.....	183
PERSONALITY AND TEMPERAMENT IN ACCIDENTAL ADVERSARIES	185
The Myers-Briggs Type Indicator (MBTI)	185
The Evolution of Factions at CT, Inc.	192
Implications of an Engineering Monoculture.....	195
REFLECTING ON INNOVATION AS RELATIONAL MULTI-BEING IN ACTION	197

Merrill’s Four Stages and Roles of the Innovation Process	198
SYSTEMS THINKING	201
The Essences of Systems Thinking	202
Systems Archetypes	203
The Tendency to Negate Systems Thinking as a Machine Model	206
“Systems” or “Systemic” Thinking: An Experiment	208
The After-image of Professional Development Training	215
Awareness of the Archetype: A Hammer in Search of a Nail?.....	216
REVISITING THE ACCIDENTAL ADVERSARIES DYNAMIC AT PLAY AT CT, INC.....	216
The Conundrum of the Business Turnaround at CT, Inc.	217
REFLECTIONS ON PART II—PARADOXES OF TRANSFORMATION	226
PART III: IMPLICATIONS FOR RESEARCH AND PRACTICE	231
AN ECOLOGICAL APPROACH TO ORGANIZATIONAL CHANGE.....	233
Protecting the Boundary Waters	233
Relational Valence	235
Organizational Entropy	237
DOING OUR OWN WORK: BRIDGING PARADIGMATIC PURITY.....	247
Finding Receptor Sites for Collaboration.....	248
Leveraging Positive Organizational Disintegration	250
Engaging Synaesthetic Learning.....	253
TRANSITION AND PREVENTION OF THE DYNAMIC	256
Leverage Points for Transforming and Preventing the Dynamic.....	257
Getting to Quadrant I-- The 3-R’s Of Transformation	263
A GENERATIVE IMAGE FOR TRANSFORMATIVE ACTION	270
WORKS CITED	275
APPENDICES.....	283
APPENDIX A—ORIGINAL PROPOSAL, DESIGN, AND INTERVIEW GUIDE.....	284
APPENDIX B—APPRECIATIVE INQUIRY PRINCIPLES AND PROCESS MODEL.....	292
APPENDIX C—ORGANIZATIONAL LEARNING HISTORY BACKGROUNDER	297
APPENDIX D—FINAL PROJECT REPORT	299
APPENDIX E—REFLECTIONS OF THE LEARNING HISTORIAN FOR CEO BRIEFING	306
APPENDIX F—STATEMENT OF INTRODUCTION AND CONFIDENTIALITY AGREEMENT	307

List of Figures

Figure 1. Generative collaboration between social construction and systems thinking... 6	6
Figure 2. Positive intentions of collaboration between Groups A and B..... 9	9
Figure 3. Positive intentions for collaboration to generate innovation 10	10
Figure 4. Classic balancing loop 27	27
Figure 5. Classic reinforcing loop..... 27	27
Figure 6. Accidental adversaries archetype 29	29
Figure 7. Initial outer virtuous reinforcing relationship between A and B..... 30	30
Figure 8. Early Individual Reinforcing Loops of A and B 31	31
Figure 9. Early win-win-win goals before adversarial dynamic..... 31	31
Figure 10. First critical incident in accidental adversaries dynamic..... 32	32
Figure 11. Second critical incident in the accidental adversaries dynamic..... 33	33
Figure 12. Complete accidental adversaries archetype 34	34
Figure 13. Two phases of “success to the successful” archetype 96	96
Figure 14. Intended benefits of R&D and operations collaboration at CT, Inc..... 123	123
Figure 15. Accidental adversaries dynamic observed at CT, Inc. 125	125
Figure 16. Representation of multi-being in an individual..... 165	165
Figure 17. Representation of multi-being in relationship 165	165
Figure 18. Merrill's model of innovation phases and roles 199	199
Figure 19. Continuity-Novelty-Transition model of change..... 219	219
Figure 20. Continuity-Novelty-Transition mismatches observed at CT, Inc..... 220	220
Figure 21. Impacts of dichotomous thinking in organizations..... 242	242
Figure 22. Dichotomous thinking reflected in CT, Inc. adversarial dynamic..... 243	243
Figure 23. Leverage of a holistic (people and structures) approach to change..... 260	260
Figure 24. Positive image of transformation and prevention 271	271

List of Tables

Table 1. CT, Inc. OLH project timeline.....	40
Table 2. Systems thinking disciplines as embodied essences.....	202