

# The Double Challenge: meaning and motivation in a large system

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# Agenda

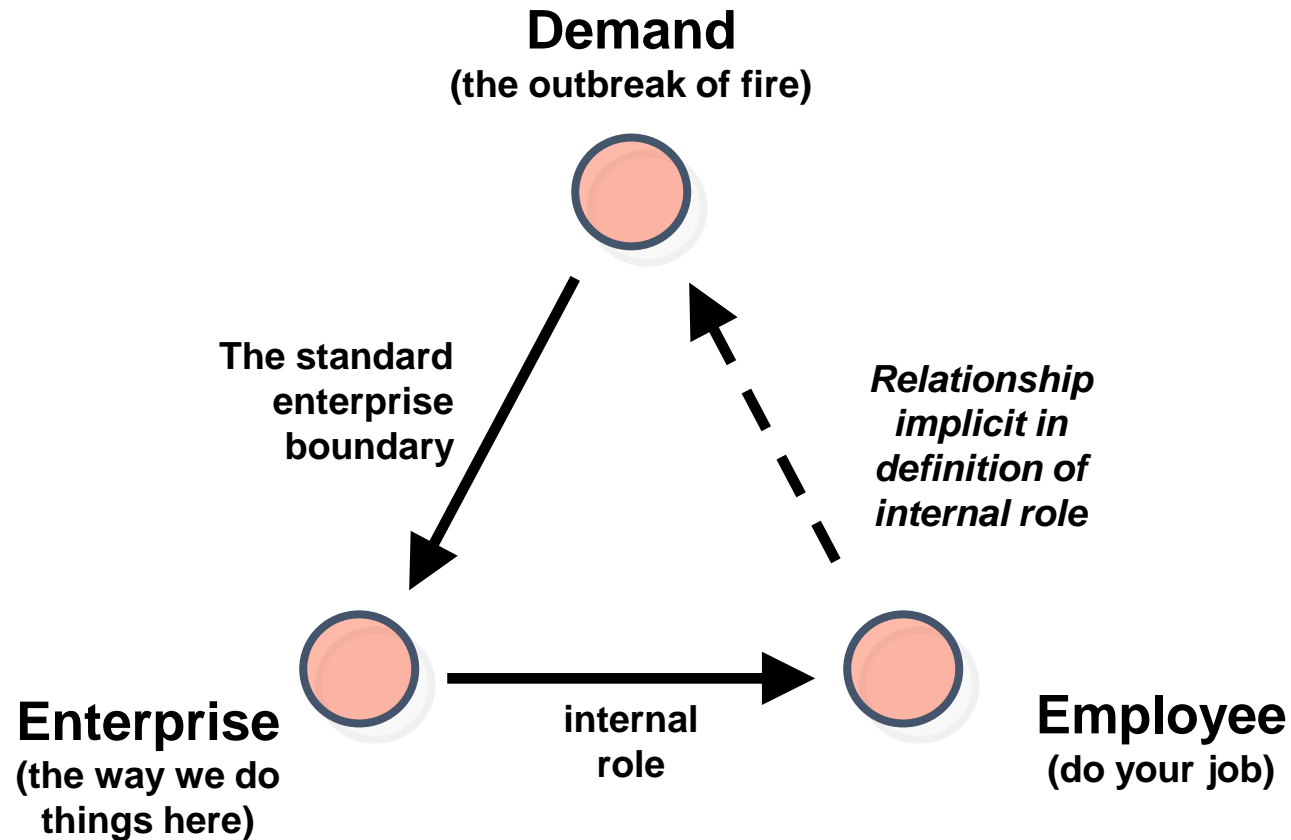
- Introduction
  - The case study
- The Double Challenge
  - The two axes
  - Encountering the two axes as dilemmas
  - The implications for leadership
- What this means for us as consultants
  - Enabling the client to deal with turbulence
  - The ethic involved

# The Case

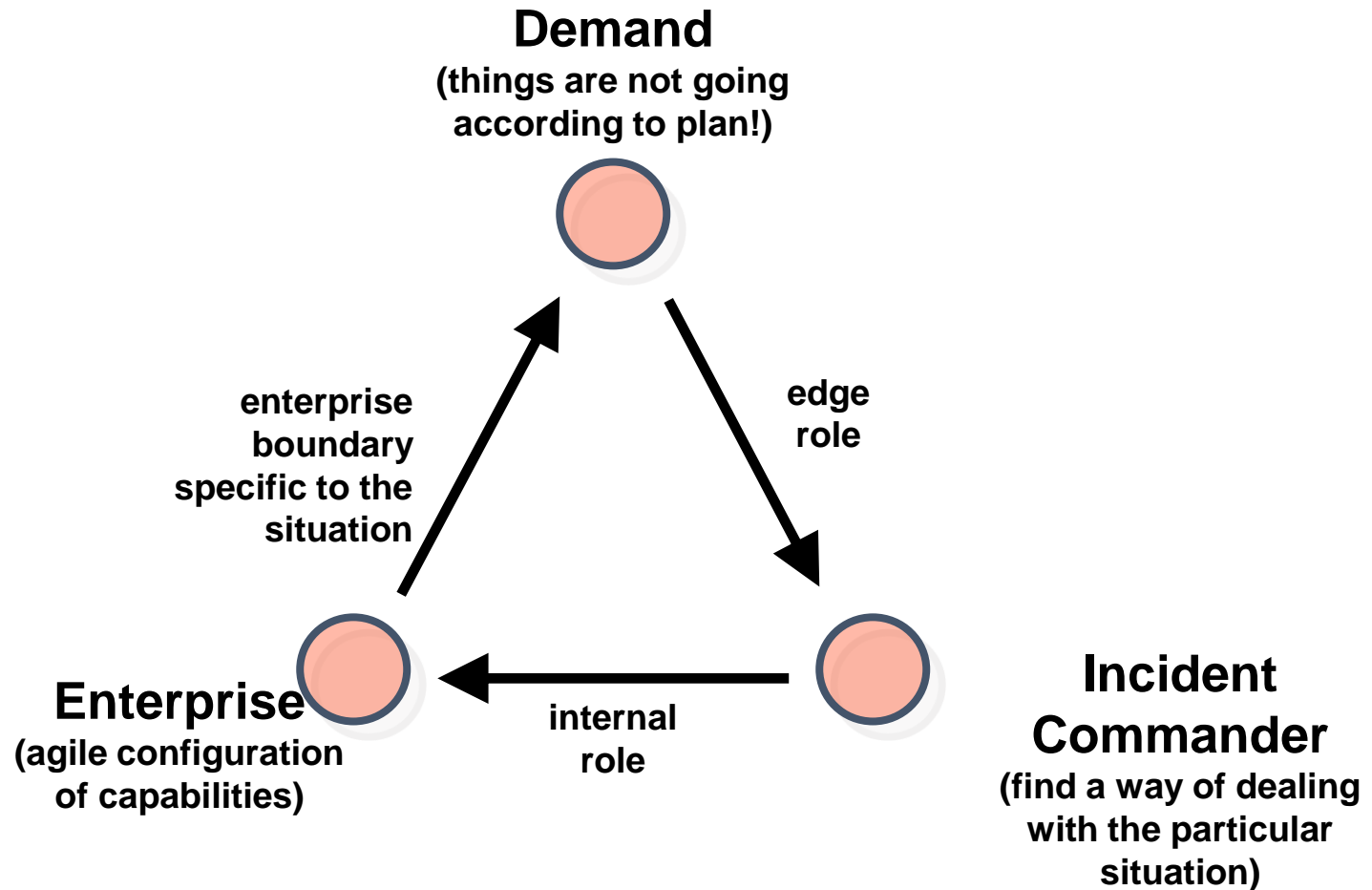
- The Federal Wildland Fire Service
  - The presenting problems:
    - What do we do with proliferating numbers of software tools and systems?
    - How do we deal with the escalating costs associated with current approaches to wildland fire management?
    - How do we factor into this the impact of climate change?
    - What forms of governance are needed to align the tools and systems with the (socio-technical) systems environment in which we are working?

# The Double Challenge at the Level of the Individual

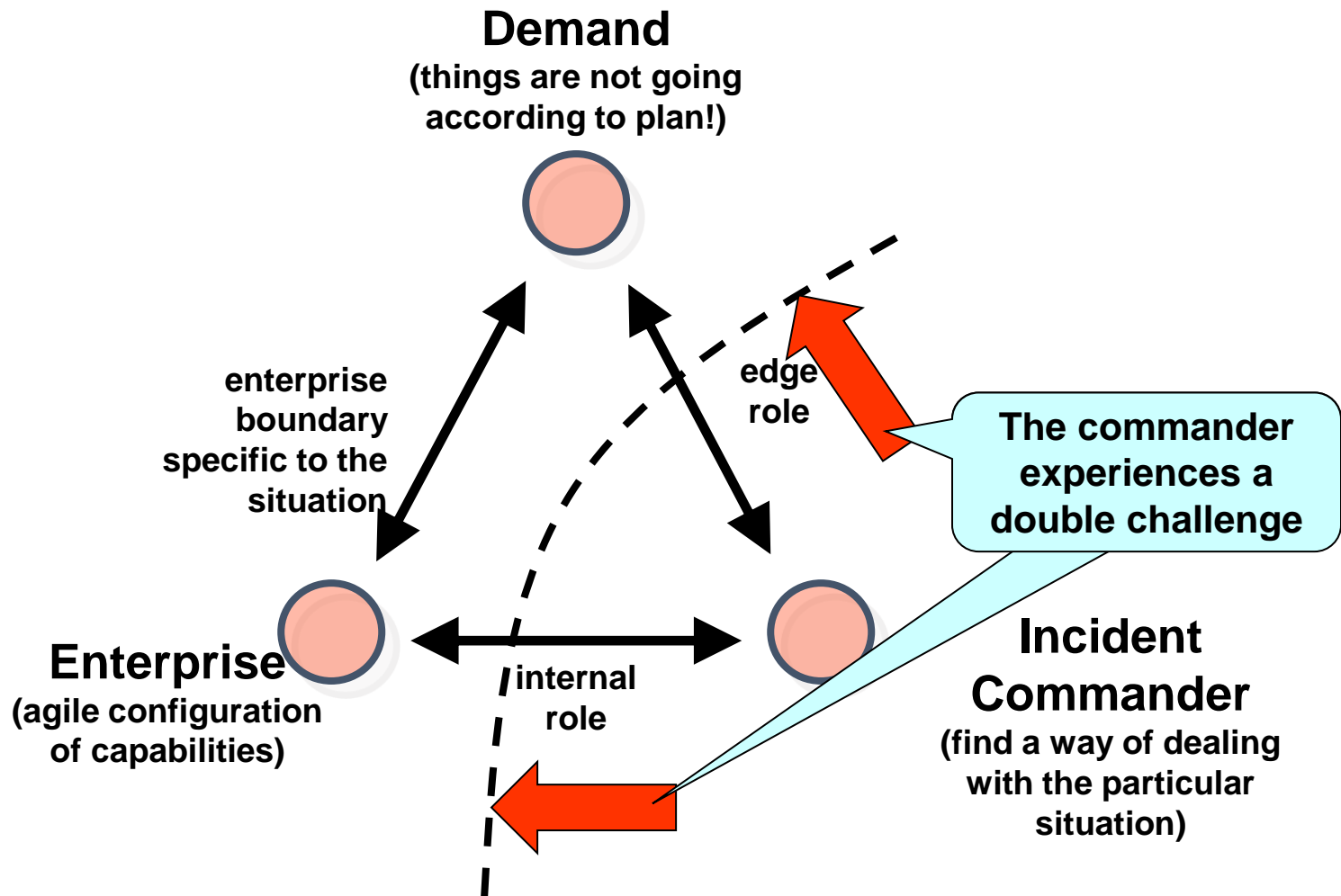
# The Centre-Driven Response (anti-clockwise)



# The Edge-Driven Response (clockwise)



# The Double Challenge at the Level of the Individual (anti-clockwise and clockwise)



# The Double Challenge at the Level of the Enterprise



# Three Views of the Relationship to Demand

Driven by the anticipated long term experience-on-the-ground

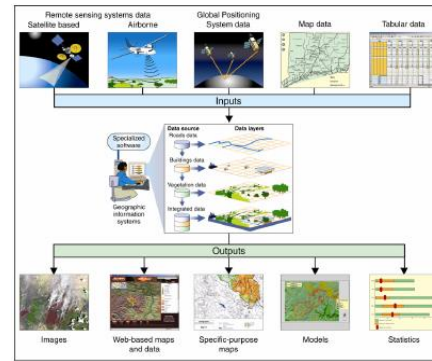
## Experience-based View



How do we draw upon the other two views in support of *generating desired long term operational effects through the life of the ecosystem.*

Solution-driven

## Solution-centric View



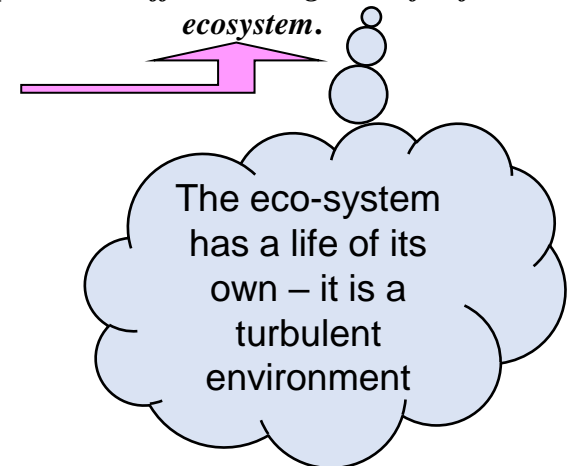
How do we get all the services working together in such a way that the *right capabilities and information* can be put in front of the *right decision-makers* at the *right time* to deliver a solution?

Service-driven

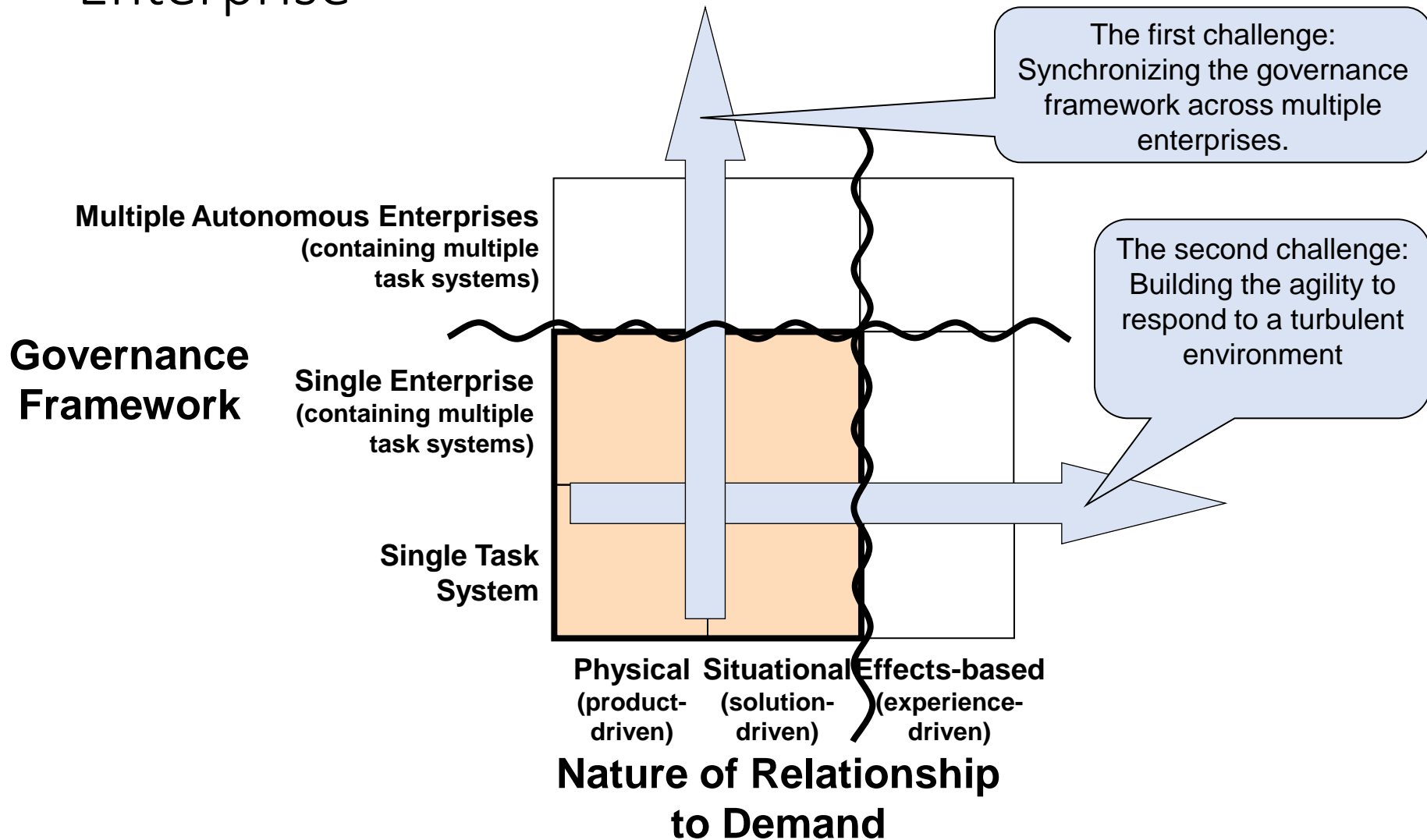
## Product-centric View



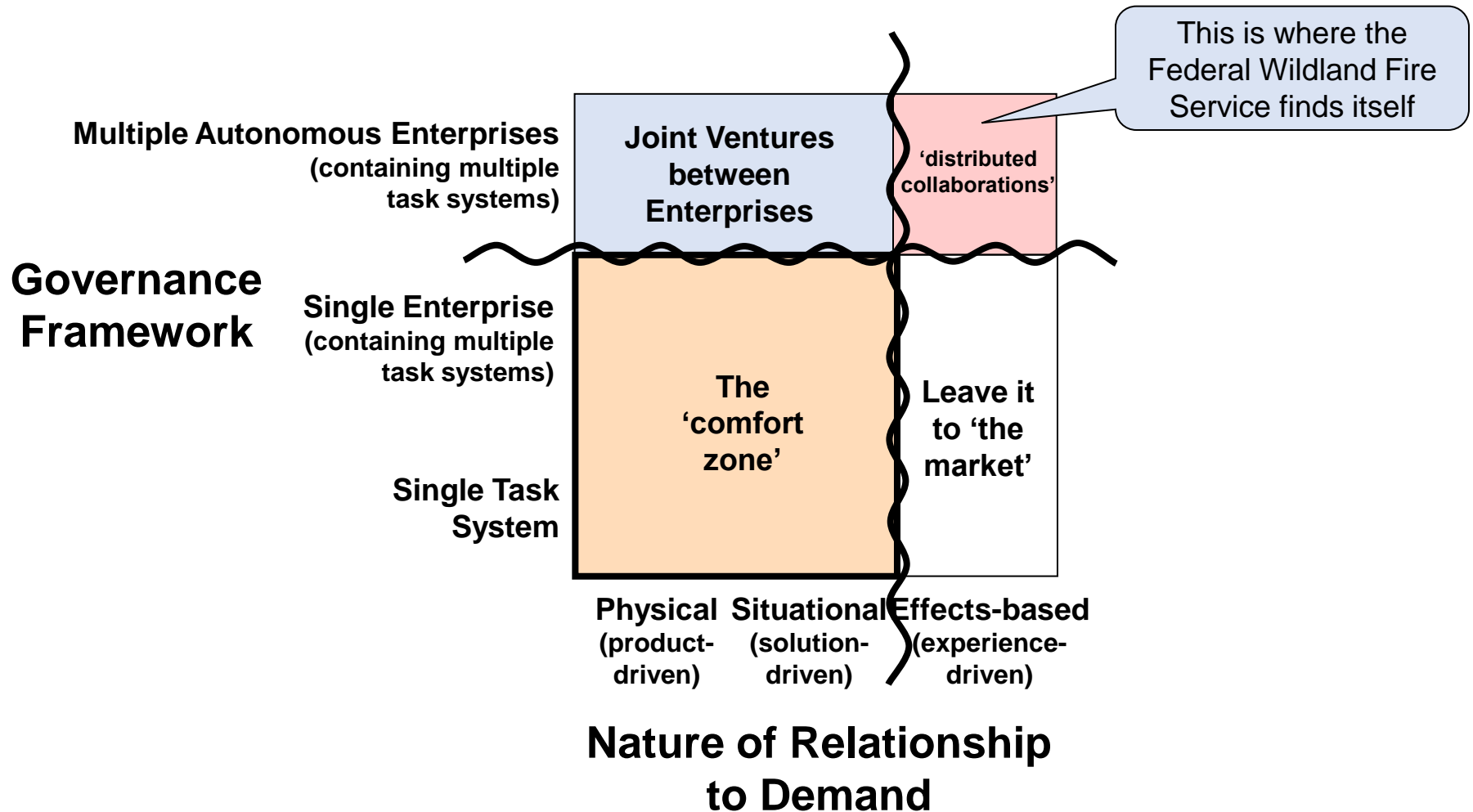
How do we get the equipment and people with all the *relevant support* in the *right place* at the *right time* and *keep it there*?



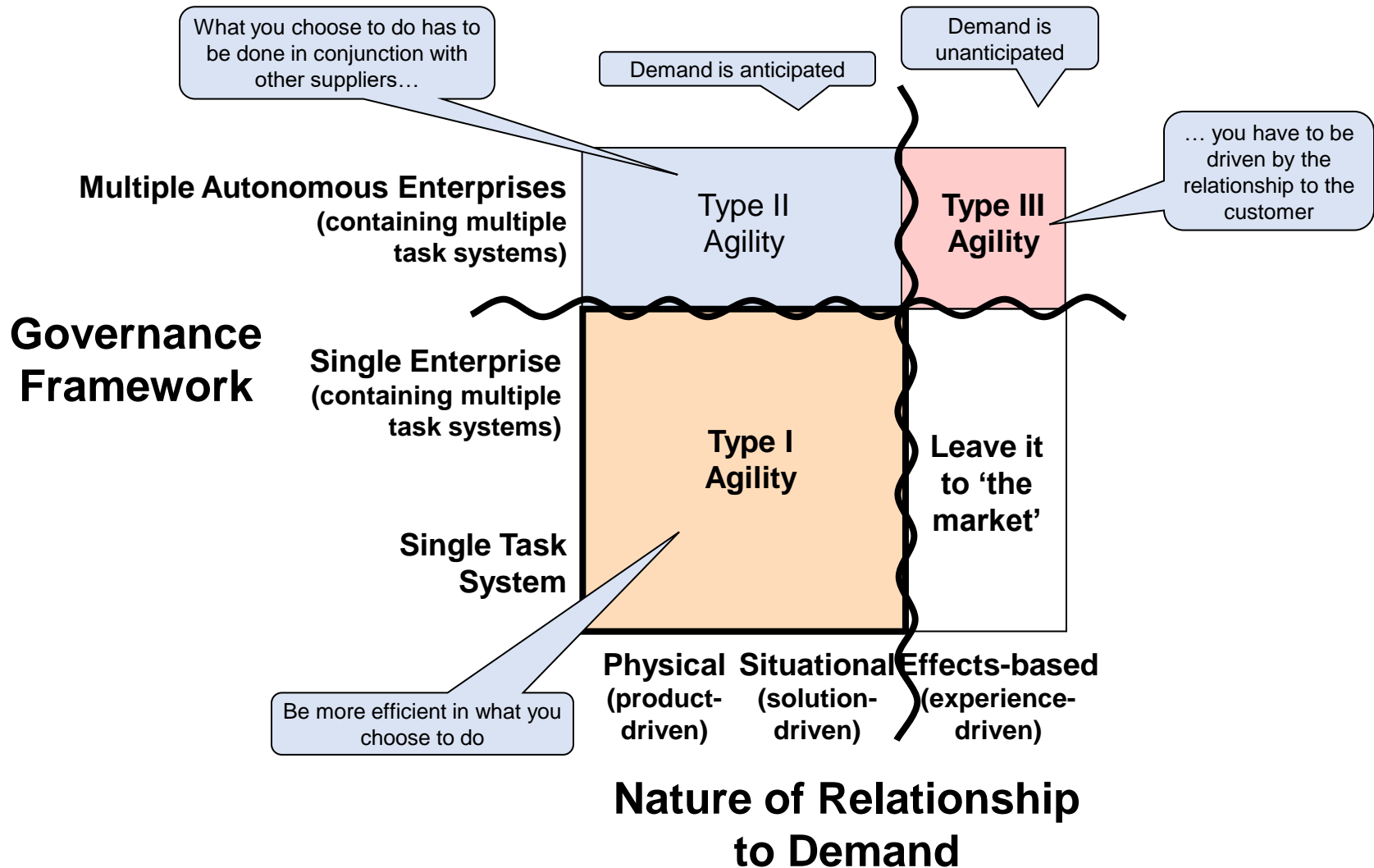
# The Double Challenge at the level of the Enterprise



# Responses to the Double Challenge

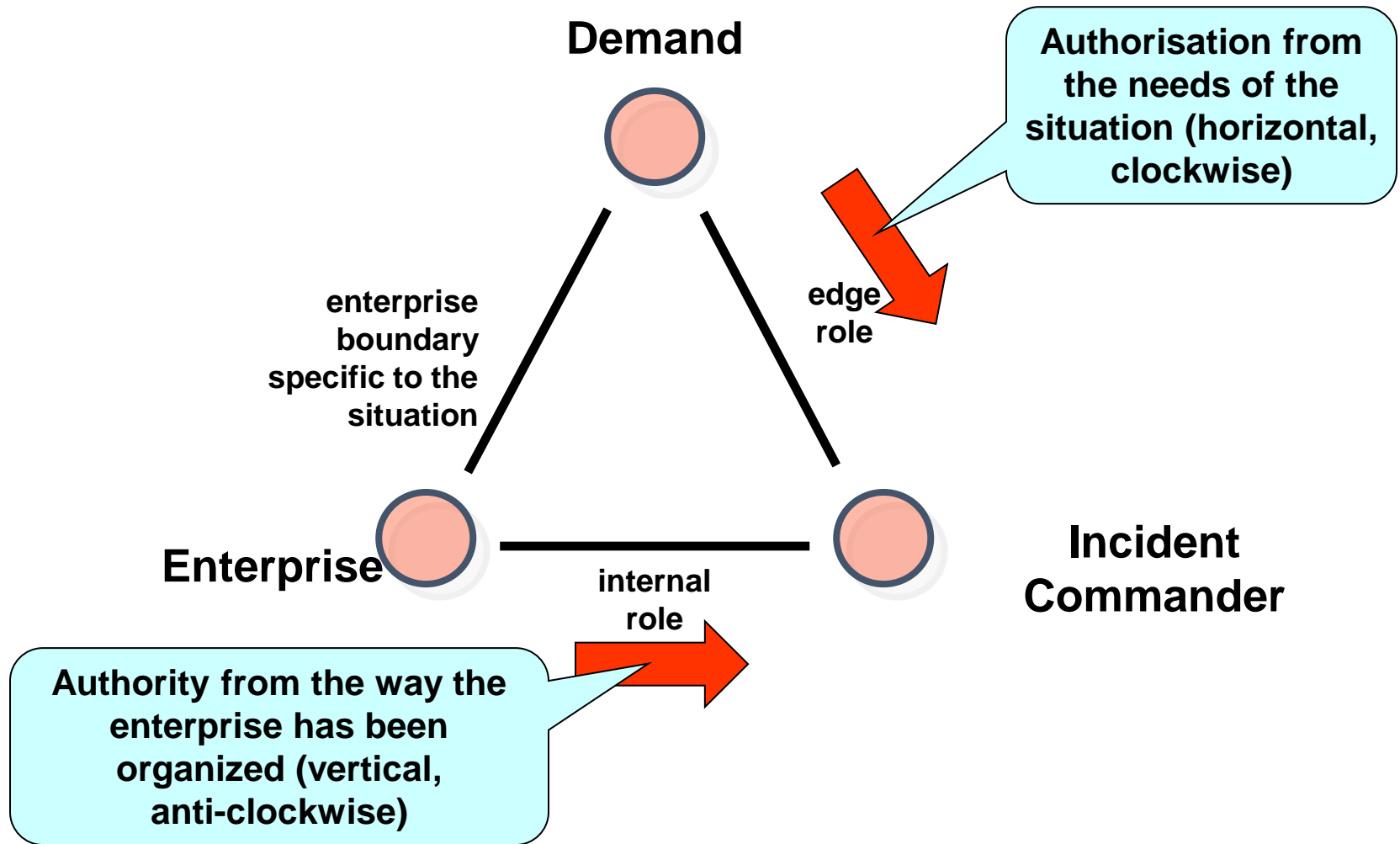


# Enabling the Client to Deal with Turbulence



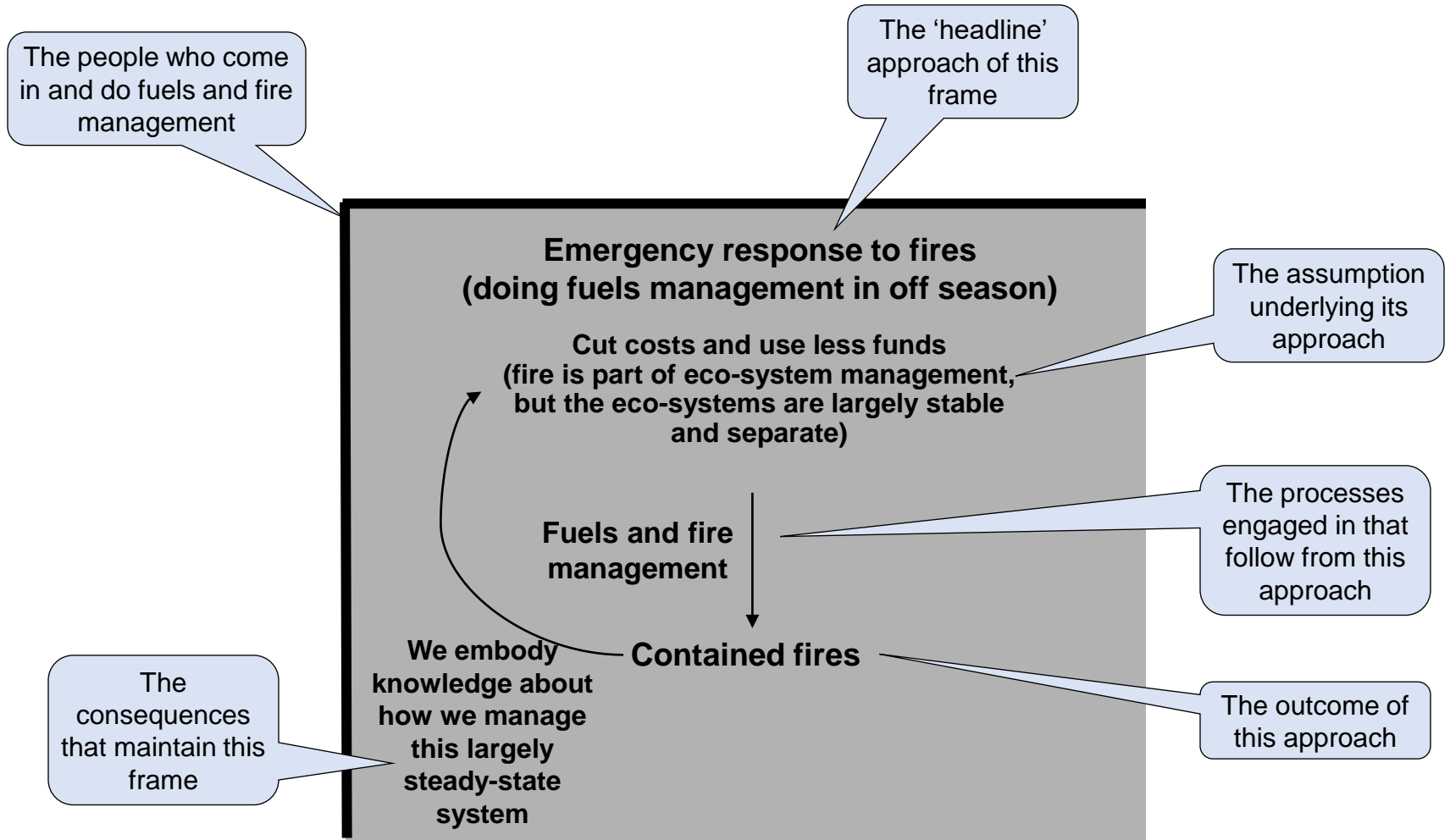
# Authority vs Authorization

# Implications for Leadership



# Meaning and Motivation

# Suppressing Fires





# Minimizing Fires

The people who do  
planning and mitigation

## Eco-system management minimizing fire

Protect Wildland-Urban-Interface &  
other vested interests  
(economic/property/life/political  
costs of failure very high)

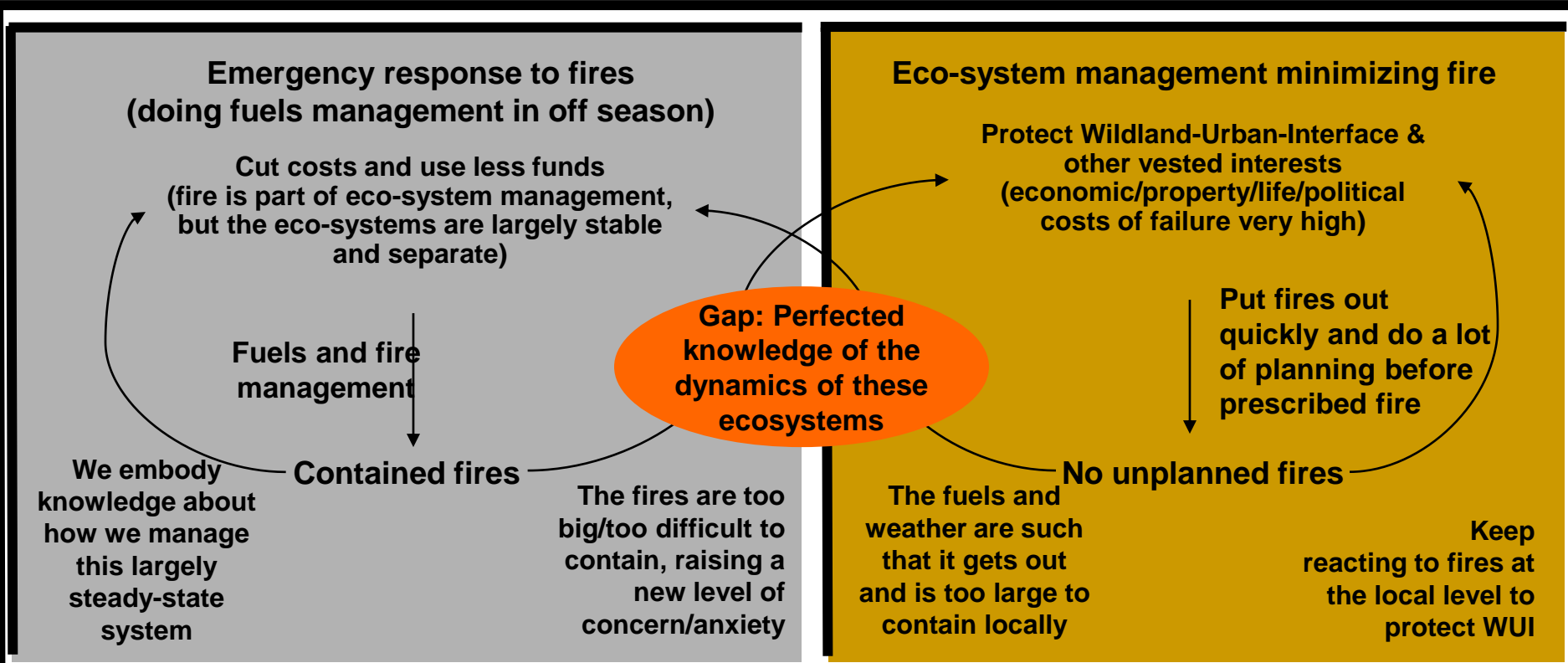
Put fires out  
quickly and do a lot  
of planning before  
prescribed fire

No unplanned fires

Keep  
reacting to fires at  
the local level to  
protect WUI

# Dilemma 1 – suppressing vs minimizing fires

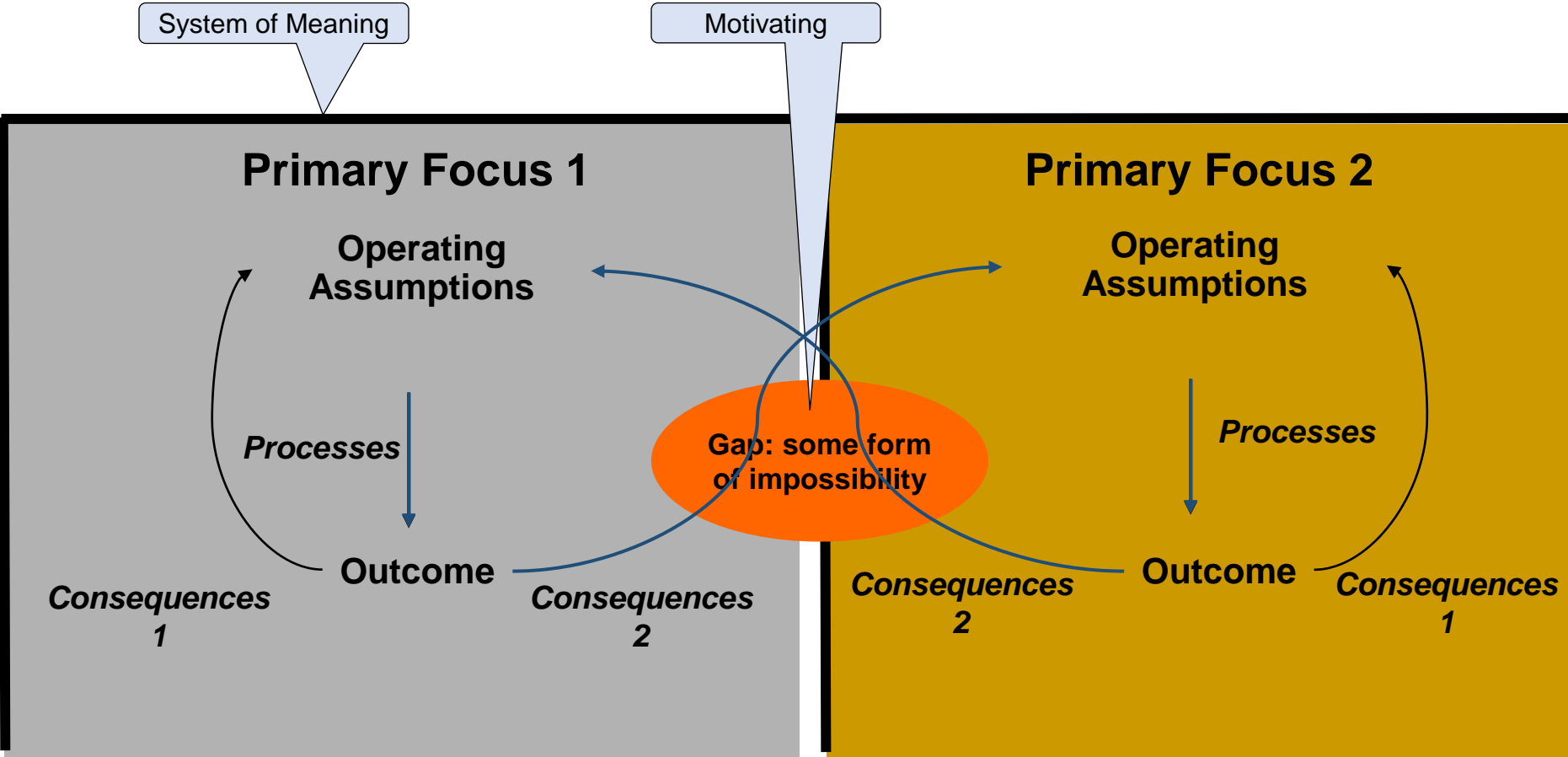
Hierarchy can be built in this case that holds this dilemma



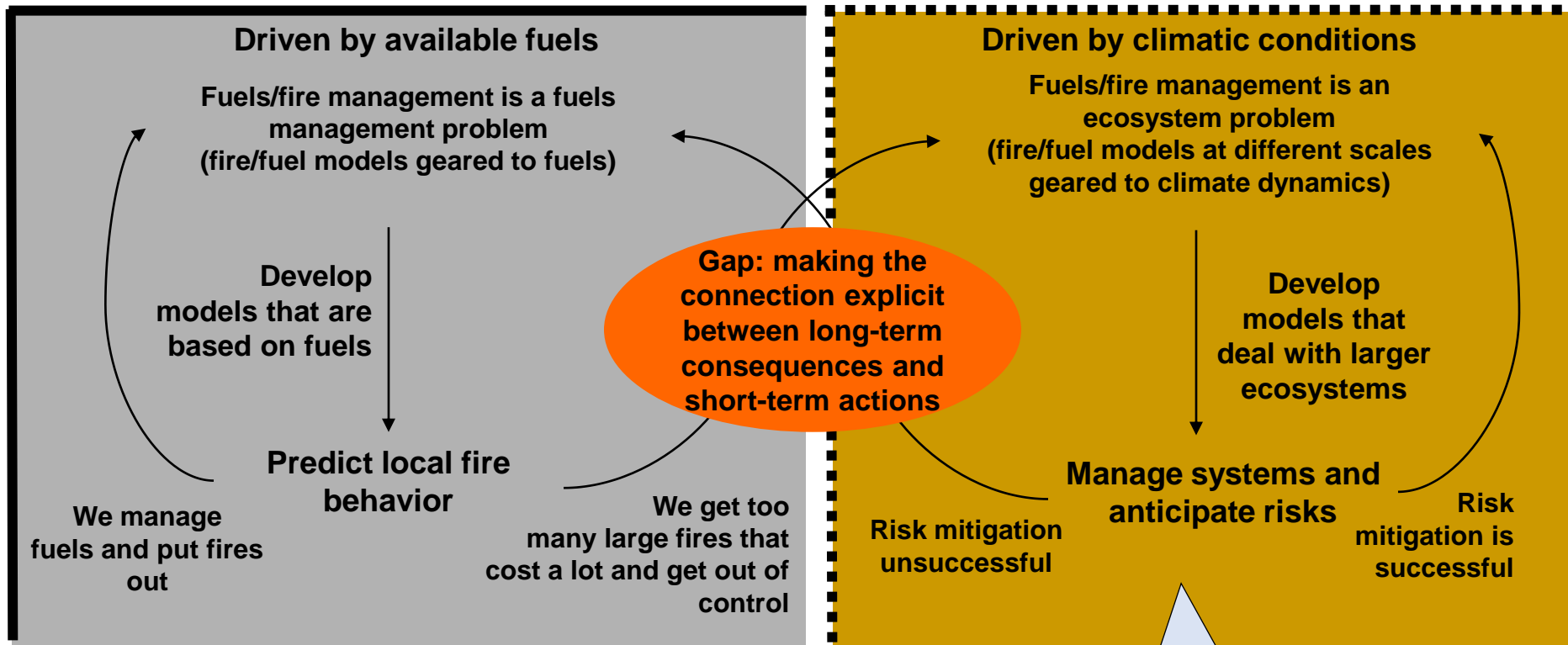
The dilemma is being held by the larger enterprise context

Emphasis is being forced to the right by population movement, size of fires, and loss of 'fudge' know-how compensating for poor models

# Analysing Dilemmas in terms of Meaning and Motivation



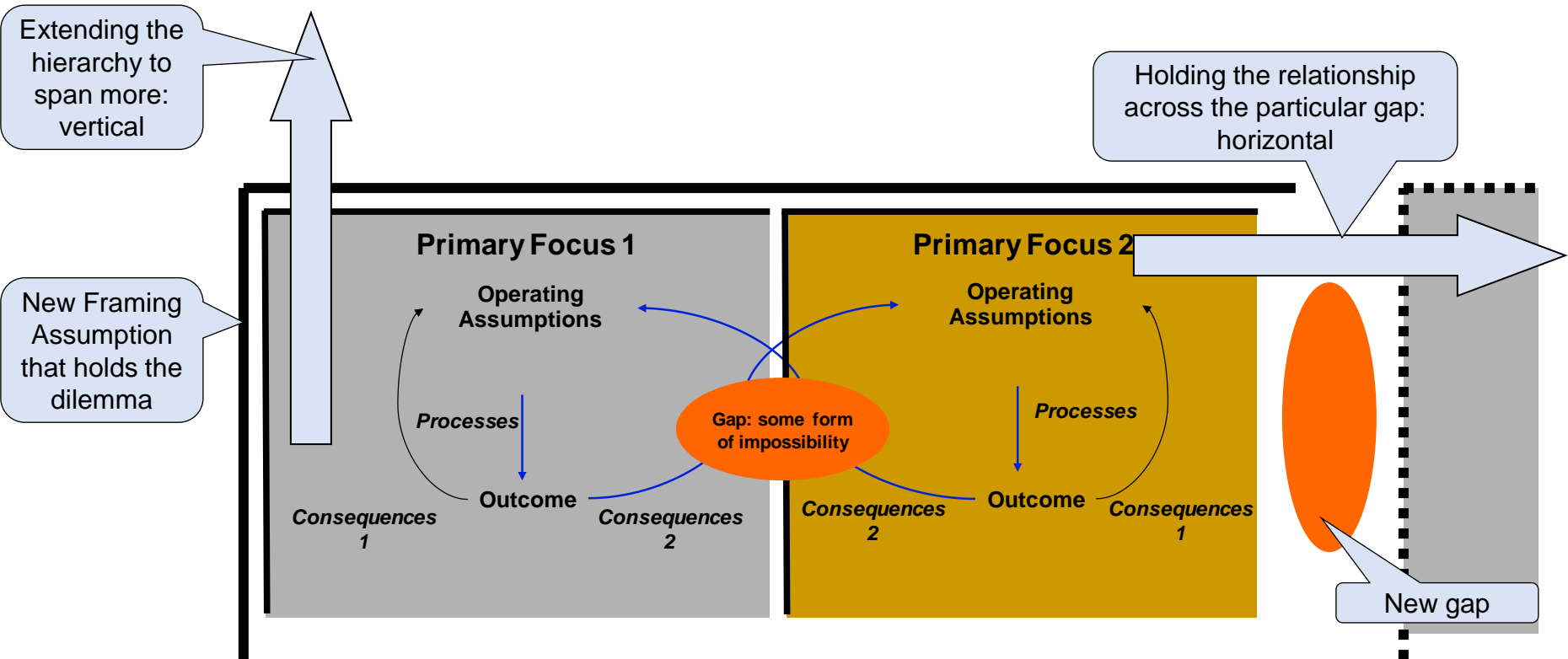
# Dilemma 2 – local vs large-scale fuels/fire management



Emphasis is being forced to the right by number of fires getting large/out-of-control with the associated political/economic costs

This side of the dilemma is not really being held as an explicit agenda in its own right

# The Two Axes of Meaning



# The Double Challenge Requires Us to Work Reflexively

# Type III Agility means Working Reflexively

## The Client System:

- To work reflexively is to examine the system of meaning within which the client system is currently making sense of the problem being presented by its demand environment.
- To accept this challenge is to put into question that system of meaning, rooted in the way the client system does business.
- Now the client system's identity is at stake because it is committed to looking for what may be in its own blind spot.
- It is faced with the challenge of how it recognizes what it had not seen before.

## The Consulting Team:

- To work reflexively is to examine the system of meaning through which it is currently making sense of the problem being presented by its client system.
- To accept this challenge is to put into question its way of consulting, that is rooted in its collective valency for how it takes up the relationship to the client system.
- Now it too is at stake because it is committed to looking for what may be in its own blind spot.
- It is faced with the challenge of how it recognizes what it may never have seen before.

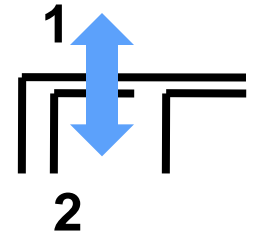
# In Conclusion



# Type III Agility Means Tripartite Leadership

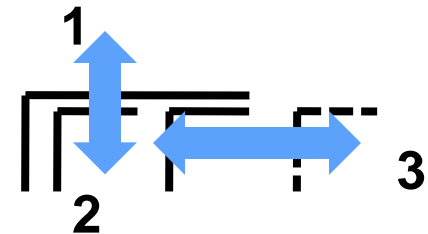
In Bipartite Leadership we have leadership organized around the vertical axis ('authority'):

1. Those at the top of the organisation (leaders), and
2. Those working within the organisation (professionals/unions)



In Tripartite leadership we must add to this a horizontal axis ('authorization'):

3. Those representing the interests of the customers, patients, citizens etc (clinicians...)



*In the case, those representing the interests of the horizontal axis were the incident commanders who had the job of mitigating the risks to the local community.*