

## Samples - CU Weekly Reflection

### January 25, 2013

I had a break through today on my project. Figured out that my essential question was not specific enough. I was asking, "Is it possible to change an organization's culture?" That's really a "Yes/NO" kind of question. I just read Bob Kegan's Immunity to Change, and now my question is, "How can I use the processes from Kegan's 'Immunity to Change' to change the culture at LivCo from a top-down organization to a learning organization?"

I'm excited about this. If I could create a clear plan, I think my professional mentor would be excited. Staff morale sucks at LivCo. Nobody thinks their ideas matter because the big boss is just going to tell them what we're going to do. Maybe my question should include something about changing morale? Improving culture instead of changing it?

I wonder if I could actually talk to Bob Kegan. Tracy says she knows him. I wonder if she could introduce me. I will ask her.

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### January 30, 2013

I am so frustrated! I am registered for Organizational Theory and Management and the articles that Tracy posted don't match what I'm trying to do. It seems like she wants me to look at leadership skills in general. I know it takes a good leader to run an organization, but right now I want to focus specifically on how you change a negative culture to a positive one.

I guess I could make it fit and use the leadership tips and apply them—how a good leader would influence culture. But the articles don't really give me specifics and I don't know enough. There have to be better resources out there. One of the goals in my learning plan is to do better research. I'm going to get on Google Scholar tonight and see if someone has studied how to change an organization's culture.

I think this is self-advocacy. Instead of just accepting the articles I've been given, I am going to ask if I can substitute better ones. She might say no but at least I am going to try.

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### February 5, 2013

Great talk with Bob Kegan today! He is amazing. He told me about a YouTube video he did awhile back that really explains Immunity to Change. I will put the link here.

<http://www.youtube.com/watch?v=FFYnVmGu9ZI>

This will be good to share with my mentor so he really gets what I am talking about.

Bob says that we are on the right track starting with the mission/vision. Most of the LivCo supervisors can't even say clearly what we stand for, what we want to accomplish down the road. I did interview three of them last week (I met the deadline in my learning plan!) and it was pretty clear they all see it differently. Bob said we can't *trans-form* our organization until we understand the *-form* of our organization. Brilliant!

I need to find some examples of how other companies have reshaped their mission/mission.