

## Developments In Business Simulation & Experiential Exercises, Volume 19, 1992

BEYOND O.D., Q.C., P.M., STS, TQM, TQI., ET.AL.: EMPOWERING  
ORGANIZATIONS TO REDESIGN AND TRANSFORM THEMSELVES

Kenneth L. Murrell, The University of West Florida  
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As recently defined by a line manager of Eastman Kodak's Chemical Division, our ultimate goal is empowerment. We want an empowered work force and a leadership team which can design and create the organization we want. This from a manager of an organization that had invested and was continuing to invest millions of dollars in a myriad of organizational improvement efforts was a startling statement. After buying programs in O.D., TQM, STS (Socio-Technical Systems) and Performance Management empowerment was being presented here it this facility as the goal. As an empowerment culture was to be created, all of the other investments in training consulting mind redesign efforts were expected to begin to pay off. The proposed panel of academic and business leaders will set out to discuss and analyze this rather broad and sweeping statement. From the university side, Dr. Kenneth L. Murrell, co-author of Empowerment in Organizations: How to Spark Exceptional Performance and consultant to Toyota (U. S. and Canada) Eastman Chemicals, Rockwell Space Systems and IBM will present the theoretical and conceptual base of action empowerment. From industry, Martin Christian the senior internal O.D. consultant for Eastman Chemicals and, if possible, both line managers and operations technicians will join the panel to examine the realities of creating an empowered work environment in a major U.S. industrial concern. The panel will present briefly in thirty to forty minutes, an opening statement and then in dialogue with the audience cover the question of what role should empowerment play in reviving U.S. industry and utilizing all the available change technologies ranging from O.D. to TQI.

The major question to be explored is how, given all the choices for improving an organization's performance, can an overarching framework be established to help direct and guide the change process. It is an expensive reality that organizations which are simply jumping from one latest change technology to another are spending considerable amounts of very scarce resources trying to discover the magic answer. The panel will propose a new framework which emphasize; the developmental nature of the challenge and presents a way of viewing organizational change in a manner that might just help American industry leap -frog back in front of the Japanese and European competition.

This panel will provide those in attendance a conceptual framework useful in guiding organizational change programs as well as discuss the actual case situation of Eastman Chemicals and make reference to Scott Paper, Toyota, IBM and Rockwell Space Systems' efforts to create more effective and empowering work environments. The benefits in addition to sharing the reports from the firing line will include the opportunity to look at numerous proposed improvement activities from the point of view of how well they fit, together and the sequencing necessary to best help an organization achieve its development goals. A strong argument will also be made that as the organization develops its own ability (an empowerment culture) it will be better able to use the many different concepts and theories in creating a self managing environment dedicated to constant improvement. -