

## **“Making the Horse Drink”**

### **Mechanisms of Change in Organizations and Individuals**

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#### **Preface**

This paper was originally prepared for University of Maryland University College Course TMAN-601, Principles of Engineering and Technology Management. For publication purposes, it has been edited down a bit, and the scheme of referencing has been simplified.

### **Abstract**

“Empowering change” is a buzz word, dealing with an organization’s granting to its employees the authority and the means to improve the organization from within. That does not address the issue of how change actually happens – what causes an organization, or an individual, to actually “get off the dime” and turn the empowerment into action. The paper will compare and contrast the motivations for change for organizations and for individuals, using two case studies:

- Organization Case: Timeless Engineering, Inc. (TEI), is a small ( $\approx 75$  employees), privately owned engineering services and research and development firm. Most of the company’s income is generated by providing engineering services to the Department of the Navy and related activities, but approximately 1/3 of the employees are engaged in research and development, in the fields of acoustics, energetic materials, and information sciences.
- Individual Case: This case will explore the author’s own experiences and observations over decades of attempting to implement behavior modifications in the areas of diet and exercise. It will compare the relationships of an acceptance of a need for change, the possession of the means to affect change, and the ultimate motivation to change. In particular, it will examine the reasons for and the means of breaking the decision paralysis which often seems to contradict all the available intellectual analysis.

Throughout, the elements of this analysis will be tied to the comparable organizational dynamics. The fundamental premise of the linkage is that organizations are, ultimately, composed of individuals, each of whom must work within a personal paradigm which may or may not correspond to that of the other individuals in the organization.

## **Introduction**

The old saying, “You can lead a horse to water, but you can’t make him drink,” is still true. These days there is little doubt as to the horse’s need for water. There is a growing acceptance of the means suitable for getting the horse to water, or vice versa. But, as the saying points out, the horse won’t drink until it is ready. How, then, can the horseman motivate the horse to drink? **Can** the horseman make the horse drink? Or does the decision to drink have more to do with the horse than with the horseman?

The management literature of the 1990s is full of discussions of the need for empowering organizations and individuals to change. Belasco (1990) and many others in the popular management press taught managers how to empower their organizations, and the individuals within them, to change. This paper contends that empowerment is the modern equivalent of leading a horse to water. It will explore the motivations for change, on both an organizational and an individual basis.

Just as for the horse, there are times that both individuals and organizations find themselves in a situation requiring action – with the means (knowledge, skills, resources, etc.) to take action – with the knowledge of what action is required – and with the intellectual acceptance of the need for action — and yet no action is taken. Organizations continue down Weitzel and Johnson’s (1989) declining organizational performance curve. Individuals continue to use tobacco, or not exercise, or engage in other undesirable or dangerous behavior. Often this occurs in spite of a full acceptance of the need for change. The result is a sort of paralysis of decision, which is akin to a person who needs to jump from a burning building to save himself, but who cannot overcome his fear of falling.

This paper addresses the issue of how change actually happens – what causes an organization, or an individual, to actually “get off the dime” and turn the empowerment into action. It will compare and contrast the motivations for change for organizations and for individuals, using two an organizational example of Timeless Engineering, Inc., and an individual example of the author’s personal experiences.

The paper does not address the specific techniques of the required changes, but focuses instead on the process of change itself. In the appendix, recommendations and suggestions are made as to means of change within Timeless Engineering, but the emphasis is on the recognition of the need for change, and the establishment of the means to change.

## **Profiles**

This section provides introductory profiles of the company and the individual which are used to illustrate the concepts of the paper. A detailed analysis of the challenges facing Timeless Engineering, Inc., is presented in the Appendix.

### **The Company**

Timeless Engineering, Inc. (TEI) is a privately owned research and development and engineering services small business which was founded in 1975. Its stated mission is “to provide focused technology solutions to government and commercial clients” (Timeless Engineering, Inc., 1996). The focus of this mission is on state-of-the-art systems engineering; advanced computer architectures and software engineering; complex sensors and hardware systems; in-depth analytical studies and implementation efforts.

TEI’s 1995 revenue was \$7.8 million. The revenue growth curve reflects the fortunes of many DoD contractors, with rapid growth during the 1980s defense build-up, and a leveling-off in the 1990s (Timeless Engineering, Inc., 1996), including a slight drop in 1995 (TEI’s President, personal communication, 12 April 1996).

In April 1996, TEI employs at staff of 75 persons, of whom approximately 70% have technical four-year college degrees (Timeless Engineering, Inc. 1996). Offices are located in suburban Washington, DC (Corporate and technical), and several small offices along the East coast of the United States.

The principal product of TEI, according to TEI’s President (personal communication, 12 April 1996) is the services of the company’s quality personnel. This product is delivered via a broad range of contract technical

services, and independent hardware and software development efforts (TEI's President, 1996). The primary historical customer for TEI's services has Department of the Navy headquarters offices, and various field laboratories. Secondary and emerging customers include the Nuclear Regulatory Commission, Loral Systems Corporation, and the National Institutes of Health.

### **The Individual**

In contrast to the communications needs, the author has no lack of knowledge of the necessity of change in his personal weight and state of fitness. Over the past two decades, he has employed a variety of physiological and psychological methods to control his weight and improve personal fitness. These have included behavior modification therapy, very-low calorie diets, self-directed weight control and exercise programs, and a variety of other-directed programs. There have been a few successes, and more than a few failures. In the process, a great deal has been learned about the most effective techniques for weight control, and of the medical and personal necessity of change. The challenge has been to complete the transition from intellectualizing the process of life-style change to internalizing and actually implementing the change.

The challenges facing this one individual are not unique. Extrapolated to society at large, they represent a significant impact on the national economy. Milk (1995) cites the National Academy of Sciences in estimating that the health-care costs of obesity tops \$70B per year, and yet (according to American Medical Association data cited) the number of overweight Americans increased 8% in the past decade.

So understanding the mechanisms of individual change, as applied to exercise and weight loss, could contribute to a healthier and happier work force, which should improve productivity for individuals as well as organizations.

### **Individual versus Organizational Change – The Horse versus the Herd**

The first question which could be asked is, "What linkage, if any, is there between the two cases?" On the most basic level, organizations are composed of individuals. Each of the individuals contributes, individually and collectively, to the dynamics of the organization. Throughout the current literature, empowerment of change in organizations is discussed in terms of empowerment of the individuals in the organization. Marcoby (1994) observed that in an organization it is easier to change strategy, structure, and systems than it is to change people. Thamhain (1992) stated that engineering performance is based on individual accountability, commitment, and self-actuating behavior.

Webster (1995) studied the characteristics of organizations and individuals, as adaptive systems, and found that there were significant analogs in common between them. He concluded that intelligent systems, including individuals, organizations, and computer systems, exhibit symptoms of a common adaptive depression mechanism. He described living systems as a hierarchy of interrelated levels, from Cell through Organization, as illustrated in figure 1. He found that change at any one level relies on complementary change in the levels above and below it. This analysis clearly demonstrates the linkage between individual and organizational change mechanisms, and the need to understand them both.

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### **The Need for Change – Leading the Horse to Water**

Several factors can point to a need for change. A proactive organization or individual will observe the operating environment, and sense impending changes. Thoughtful monitoring of the industry and technology cycles, for instance, can provide clues to the need for change. Daft (1995) suggests that learning organizations must be on a constant state of change. Sometimes, the motivation for change is reactive rather than proactive. Self-monitoring can reveal trends which point toward change. Bouldin (1989) described nine common problems which suggest a need for change in an organization:

- Repeated inability to meet target dates;
- Low morale among group members;
- Redundant activities;
- Constant false starts;
- Inability to get started at all;
- Specific sets of activities or tasks repeatedly performed;
- Tasks performed inadvertently by more than one group member;
- Critical tasks not performed; and
- A lack of communication and control.

There are interesting parallels between these factors and the phenomena of adaptive depression, as described by Webster (1995):

- Internal failure explanation;
- Cognitive loops – brooding or rumination about failure, themselves, the world, and the future which distracts them from normally enjoyable activities;
- Decreased motivation of a universal depressive symptom;
- Enjoyable tasks that are normally quickly and easily dispatched becoming slow, laborious, and un-enjoyable;
- Decreased self-esteem;
- Decreased self-efficacy decreases; and
- Negative generalization.

Third, the need for change can be identified and advocated by an outside agent. A family member, friend, employer, or medical practitioner will often suggest personal change (Prochaska, Norcross and Diclemente, 1994). For organizations, the stimulus can come from bankers or investors, customers, or auditors.

The need for TEI to change is obvious from their financial statements. They seem trapped in a spiral of increasing costs to support their R&D efforts, but a changing contracting environment in which the increased costs make it more difficult for the company to compete for engineering services business, which is needed to provide the funding base for the R&D work.

In the individual case, the need for improvements in weight control and exercise is well documented in both the popular and technical press (Milk, 1995; Lechner and De Vries, 1995; Marcus, 1995; Willis and Campbell, 1992).

### **Status Quo**

Maintain a *status quo* can be tempting for both the organization and the individual. However, Daft (1995) reminded us that, “In today’s rapidly changing world, any company that isn’t constantly developing, acquiring, or adapting new technology will likely be out of business in a few years.” Raduchel (1994), in discussing how organizations can adapt to the information age, points out that no company can afford to rely on a static product line for too long. Yet TEI has relied almost exclusively on the Anti-Submarine Warfare (ASW) engineering, modeling, and development product line for over 20 years. In the process, they may have let a great deal of technology pass them by. For instance, in spite of the fact that TEI deals in high technology systems and products, Szostak (1996) found that only 14% of the employees surveyed has any experience with computer networking. Baum (1995) supports this observation, in pointing out that companies are much slower at implementing new technology for their own use than they are on behalf of their customers.

The human body seems to have been engineered for maintenance and self-conservation. Dr. Pamela Peeke, quoted in Milk (1995), observes that chronically overweight people sever the mind-body connection to protect

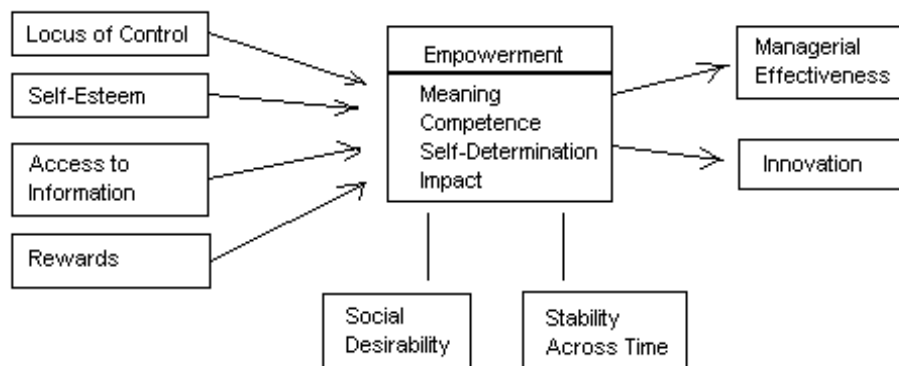
themselves. In addition to the psychological attempt to maintain a *status quo*, the human body adapts physiologically to attempts at change, by reducing metabolism in response to decreased availability of fuel (food). This protective mechanism is similar to a car with a carburetor which sets a leaner mixture as the level of gas in the tank decreases.

### **Empowerment - Giving the Horse Water and Letting It Drink**

Empowerment is merely the creation of conditions which are receptive to change, and in which change is encouraged. It is not change itself. Daft (1995) defines empowerment as “power sharing; the delegation of power or authority to subordinates.” However, in current practice the term carries a much broader meaning. Story (1995) describes empowerment in a much more action-oriented way, including the concepts of creating enthusiasm, encouraging risk taking, aligning rewards to encourage action, aligning the structure, and focusing on individuals. It is in this context that Spreitzer (1995) diagrammed the process of empowerment, as shown in figure 2.

Of interest in the context of the case of Timeless Engineering is Spreitzer’s contention that the access to information input to empowerment contains two vital elements: information about the organization’s mission enhances the individual’s ability to make decisions that are aligned with the organization’s goals and mission; and information about performance (feedback) reinforces the individual’s sense of competence. Both elements of information are weak in Timeless’ case, with the result being only a limited sense of empowerment.

Figure 2  
Empowerment Process  
(Adapted from Spreitzer, 1995)



In the area of weight control and exercise, these information elements are also important. Information about the mission can come from loved ones, or from the classic example of putting a picture of a thin person on the refrigerator. As quoted in Milk (1995), however, Dr. Peeke cautions against providing too much information or inappropriate information in the feedback loop. She suggests measuring progress by changes in clothing size or by improved activity levels. The primary point of this advice is really rooted in the first information element – information about the mission. The real mission is not weight loss, but improved health. There are several instances where weight may be stable or increasing, in the short term, while overall fitness is improving. These include substitution of muscle for fat (muscle tissue is more dense than fat), and fluid loss/retention.

### **The Mechanisms of Change – Making the Horse Drink**

Empowerment can be seen as the creating of conditions conducive to change, or of creating an environment in which change is possible and encouraged. Empowerment deals with “willing” and “able”. This section discusses how change comes about once “ready” is added to the equation. It describes its stages, motivators, and de-motivators. The following section deals with the progress of change, once it begins.

The difficulty with most of the literature of change for both organizations and individuals is that it proceeds from an assumption that change is just waiting to happen, if only the manager, or individual, can create the right conditions. In other words, the horse is already thirsty – all he needs is to be given some water. Thamhain (1992) observes that horses are easier to lead in the direction they are already going. Creating the readiness to change, and following up with change itself, presents the much greater challenge.

In contrast, Willis and Campbell (1992) pointed out that the rational-scientific approach to exercise motivation assumes that one merely has to explain the health benefits of exercise to motivate people – yet the high dropout rate from most exercise programs contradicts that approach. Despite the deluge of information about the benefits of exercise and weight loss, personal appeals, and social pressures, some people still fail to change.

If organizations acted as rational, self-motivating organisms, Weitzel and Johnson (1989) would never have needed to define the concept of an organizational performance curve.

### **The Stages of Change**

Many writers have described various stages of change, from different perspectives. Bouldin (1989) wrote about the process of introducing automated information technologies into organizations; Daft (1995) was discussing the general implementing change within technical organizations; Gellerman analyzed motivation as a management tool; Lechner and De Vries (1995) dealt with employee fitness programs; and Prochaska, Norcross and Diclemente (1994) dealt with personal change of undesirable behavior. Their approaches are summarized in Table 1.

The process described by Prochaska, et al. and Lechner and De Vries seems to be the most common in the literature, with the former having added the concepts of maintenance and termination. The stages can be defined as follows:

- Pre-contemplation – The subject has not yet identified the need for change, and has no intention of changing. The problem might be externalized, such as: “My shirt shrunk”; or “If the government would implement the new acquisition reform, we might be able to compete”. This is a stage where external intervention is often required to force the subject to confront the problem.
- Contemplation – The subject is considering implementing a change, but has taken no overt steps. This is a phase which might be characterized by “hand wringing”. Common phrases heard during this phase might include: “We’ve got to get control of this cash flow”; or “I need to go on a diet some time”. Timeless Engineering is in this phase, and leaning toward preparation. According to Lechner and De Vries (1995), subjects in the contemplation stage are often found to be convinced of the advantages of the change, but are unsure of their ability to accomplish the change.

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**Table 1**  
**Stages of Change**

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- Preparation – The subject is intending to change within a specific, short period. Goals and milestones have been set, but action has not begun. In this stage, it is very easy to get caught up in an intellectualizing loop, in which studying the problem is substituted for solving the problem.
- Action - Change is underway.
- Maintenance – This stage consists of continuing the action once it has begun, by making the new process a fact of life. For weight loss, maintenance is the process of stabilizing at the new weight and making the new, healthy lifestyle a fact of life.
- Termination – Some processes never terminate. Alcoholism is said to require constant maintenance. While a weight loss program might terminate when the target weight is reached, a new process of lifestyle maintenance

is substituted. For companies, a process of developing a new product line may reach termination, but evolution toward a learning organization must be a constant process.

All of the authors described some form of cyclic nature to change. If a person or organization is successful in moving to a new stage, it is possible, or even likely, to get stuck in that stage or to revert to a previous stage, even after the action phase has begun. Many of the techniques of motivation change are also applicable to motivating progress between the stages of change, as well.

### **Resistance to Change**

Speaking in the context of reengineering, Fisher (1995) commented on the perplexing and distressing realization of the degree to which human beings resist change. He contended that the real cause of reengineering failure is not the resistance itself, but management's failure to deal with it. This comment was echoed by Bouldin (1989): "What we have is the simple and obvious truth that it is difficult to implement productivity improvements because of human resistance. But it is not so simple – nor is it obvious – how to overcome this resistance."

One reason that people and organizations attempt to maintain the *status quo* is that change involves risk. One of Milk's (1995) favorite excuses for not losing weight was that failure was likely, and that staying fat was less dangerous than a diet "yo-yo". "Yo-yo" dieting, also referred to as weight cycling (Wilson, 1994), is a pattern of diet-induced weight loss followed by weight regain. It is believed by Wilson and others to make future weight loss even more difficult, or even lead to still greater obesity. Other risks of weight loss include:

- Fear of failure in general - loss of self-esteem;
- Fear of changed relationships - a fear that the people close to you will treat you differently if you are thin;
- Fear of changed lifestyles - many people have oriented their lifestyle around their physical condition. They have defined their relationships around food, or chosen activities and hobbies that are sedentary.

Likewise, companies resist change because of the risks involved.. The risks may be financial, or market-based. In addition, the individuals in the organization apply their own risk analysis. They may fear an unknown environment; change could be seen as threatening their jobs; and advocating change could be interpreted by management or other employees as being disruptive or disloyal. Bouldin (1989) observed, "However modest the change you are trying to implement, however desperately it is required in the target area, people will have a tendency to view what you are doing as disruptive."

Bouldin's (1989) observations summarize very accurately the major issue with the response of Timeless Engineering's engineering services sector personnel to the need to prepare for supporting the new R&D technology initiatives:

"Why does it take so long? Because 80% of the staff is working on maintenance projects and has no opportunity to use new technologies of any kind. Because the rest of the staff is working on a "crunch mode" project and they're too far behind schedule to take the time to learn a new method of developing systems. Because the person who introduced the new technology has little or no political clout and even less communication skills. Because nobody has presented senior management with any convincing evidence about the economics of the new technology."

In his analysis of adaptive depression, Webster (1995) describes the process of adaptation to change in the environment as a homeostatic one, in which the system (as illustrated in figure 1) attempts to maintain a constant, ideal fit between its knowledge state and the environment. A system, he asserts, is in a high state of fitness if its knowledge state has a high degree of fit with its environment, as shown in figure 3a.

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In figure 3b, the environment has changed, changing the fitness landscape and decreasing the system's fitness. In figure 3c, a learning process has caused the system's knowledge base to catch up to the environment, restoring the fitness.

The point of this illustration is that effort (resources, time, knowledge, emotional energy, etc.) is required for the system to search for the new knowledge state. Yet in the old knowledge state, the system was performing adequately. The choice must be made to expend resources to respond to the new environment, thereby reducing the ability to perform in the old environment, or to concentrate on high performance in the *status quo* and ignore environmental changes.

### **Taking the First Sip**

We have examined the nature of the water, and of the horse. At this point we are agreed that the horse needs to drink, and have made water available. We may have even offered some encouragement. What else can we do to make the horse drink?

Horses, like people and organizations, often exhibit some of the characteristics of their cousin, the mule – they are stubborn! It will not work to push, pull, cajole, or threaten at this point. The solution is to transform the issue from one of the head to one of the gut, for that is the only place the decision can be made.

As a manager, a loved one, or yourself, the challenge is to find a mechanism which causes the issue to be part of the gut of the person or organization which you wish to change. The grammatical construction of the previous sentence is no accident. It is not sufficient to force the issue into the gut – it must come from the gut.

### **Personalization**

First, for both organizations and individuals, the issue must be personalized. Gellerman (1992) observed, “You can note, perhaps correctly, that your company or your boss doesn't know how to motivate you, or you can ignore that and supply your own motivation.” The motivations, incentives, and benefits must be understood in terms which relate to the core values of the person or organization which is to change.

To change an organization, it is necessary to change the people who control the organization. This is not always the managers. Understanding the corporate culture and informal lines of control is critical to identification of the proper point-of-impact for implementing change. Martin, Batchelder, Newcomb, Rockart, Yetter, and Grossman (1995) point out that “The new systems that work best are those that are aligned not only with the business but also with the way people think and work.”

### **Urgency**

Belasco (1990) advocates developing a sense of urgency. The difficulty with that approach is in the word “developing”. Emphasizing, or capitalizing on, an existing or impending urgency should be effective. However, an artificial sense of urgency may backfire. In effect, the mechanism is similar to the “yo-yo diet” discussed earlier. A perceived urgency does elicit an action response, which may be the desired one. It also sets off a series of defensive triggers designed to protect the organism from future emergencies (Wilson, 1994). In the case of very low calorie diets, weight is lost, which is the desired outcome; but the body adjusts its metabolic rates downward at the same time, resulting in regain of weight when the diet is ended. The short term goal (immediate weight loss) is accomplished, but the long term goal is stymied by the very urgency tactic which enabled accomplishment of the short term goal.

Where a legitimate urgency exists, it can be exploited. A fall-off in revenue for a company, for instance, can be personalized to employees as a threat to their job security. The connection must exist and must be intuitive. As Fisher (1995) observed, “While humans are amazingly adaptable, you have to make it logical for them want to

### **Efficacy**

As described above, one of Milk's principal risks associated with change was a risk of failure. Thamhain (1992) remarked that individuals are not well-inclined to contribute to an organization if the probability of success is low. Humans, and the organizations they form, like and expect to be winners. One effective technique for

removing or limiting the fear of failure is to define goals in achievable steps. Gellerman (1992) creates a vivid image of incremental change:

“How do you work up the courage to jump off the edge of a pool into water that may be colder than you think? What I do in that situation is to lean forward until I must either spring away from the wall into the pool or fall flat on my face in the water. The act of leaning commits me to the dive.”

In a personal sense, it is important to establish goals which do not have built-in failure mechanisms, or which are unrealistic. Using a goal with a fixed completion date is an invitation to dwell on failure and resist additional change actions, if the goal is missed by only a little. More effective goals are specific, but open ended. As one goal is approached, look ahead for another logical goal. Remembering Fisher's (1995) admonition about the logic of change, the goals should be framed in terms of real, measurable, personal milestones. A loss of 20 pounds is a measurable, but artificial, goal. A more effective goal to achieve the same result would be a change in clothing size.

Unfortunately, organizations often place themselves in positions where incremental goals can be difficult to define, due to the very conditions which contribute to creating a real sense of urgency. Shuman (1994) proposes that corporate change is usually large-scale and painful. He suggests defining an overall vision of the ultimate system, which can be used to inspire principals, financial staff, and project managers. The down side of the overall vision is that it may cause managers to focus on the daunting scope and complexity of the task, rather than on the achievability of each step which contributes to the vision.

### **Rewards**

Much of the literature of change suggests establishing a systems of rewards for yourself to help motivate change. As an internalized, gut issue, the need to change is ultimately intrinsic. Willis and Campbell (1992) found that the giving of extrinsic rewards for a given activity tends to weaken intrinsic motivation. The issue at hand is how to strengthen the intrinsic motivation, not decrease it.

### **Agents**

Change agents can work effectively, especially within organizations, for implementing change. For individuals, they are less effective because they are an external influence. For both individuals and organizations, change agents can play an important role once change has begun, as discussed in the next section.

### **Publicity**

Making a public announcement of change can serve as a great motivator to change itself. Declaring to your friends and family your intention to stop smoking can provide a small internal stimulus to follow through. This must be done carefully, however, as it could also increase the fear of failure.

## **Implementing Change - Drinking Your Fill**

Once change has begun, the task shifts to one of maintenance. The manager must ensure that the process of change continues to its desired end. A most effective tool for continuing change is the employment of change agents. Agents can serve as a guide, a stimulator, and a cheer leader. They can help remove interferences and keep the effort focused on the goal.

Change agents can come from within the organization, or from outside, but must be accepted by the organization and its members as a part of the team. Fisher (1995) advises putting the loudest dissenters in charge of the solutions. By definition, of course, personal change agents must be another individual. Family members, friends, support groups, and health practitioners can all serve in this role.

Daft (1995) points out a pitfall in sustaining change efforts, in that the initiation of change and establishing the change involve two different processes. Decentralized organizations such as Timeless Engineering provide an excellent base for initiation of ideas for change. But under that decentralized management employees are equally free to ignore or dodge innovation if they see it as upsetting their own personal *status quo*.

### Conclusions

Change is a very personal event. As a personal event, it is ultimately a personal decision whether or not to embrace change.

Change in an organization is even more complicated, as it involves change in many individuals, as well as change in the organization itself as an entity. While the concept of an organization making a “personal” choice is probably not valid, the fact is that organizations, like persons, have the option of choosing not to change.

Unfortunately, it seems that external motivators will only cause change to the extent that they trigger a corresponding internal reaction. In many cases, this does not happen until a catastrophic event occurs. In the personal case, it may be a life-threatening event such as a heart attack. In the organizational sense, it may be loss of a major client, or even bankruptcy. The good news is that there are mechanisms by which we can encourage the internalization which is necessary to ultimately stimulate the change.

The horseman cannot **make** the horse drink. He can, however, help the horse to learn to decide for itself when to drink. By helping the horse to learn to take small sips frequently, rather than wait until thirst sets in, the horseman can minimize the impact of not drinking. Drinking, then, will not have to be a conscious decision but a part of the horse’s normal process.

By establishing a process of continual change, organizations and individuals can remove much of the fear and anxiety of change. Throwing a baseball at 100 miles per hour is a difficult task. Throwing a baseball 100 miles per hour from a train moving at 80 miles per hour is child’s play. The difference is that the second ball is being thrown from a platform already in motion. If motion is the normal state of affairs, then creating a small additional motion is easy. If an organization or an individual accepts a constant process of change, then additional change is much less intimidating.

The constantly changing organization is the heart of Daft’s (1995) Learning Organization. Individuals can also set themselves constantly in motion to improve themselves. One of the most clearly stated models for that process has been proposed by Stephen Covey (1990): “Be proactive; Begin with an end in mind; Put first things first; Think win-win; Seek first to understand, then to be understood; Synergize; and Sharpen the saw.”

If you can teach the horse to drink whenever possible, the issue of making the horse drink will be irrelevant. As long as water is available, the horse will make itself drink as part of its normal process of life.

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