

Ten Questions to Ask Ralph Kilmann About His New Book:

CREATING A QUANTUM ORGANIZATION: THE WHYS & HOWS OF IMPLEMENTING EIGHT TRACKS FOR LONG-TERM SUCCESS

1. You refer to your new book as your legacy book? What do you mean by “legacy book”?
2. At several places in your book, you mention the four timeless topics: conflict, change, consciousness, and transformation. Why are these topics so important and why do you call them “timeless”?
3. With regard to using all your theories and methods for revitalizing organizations, can you say more about those eight tracks and why it’s so important to implement those eight tracks in a particular sequence?
4. Tell me more about the culture track: Why do you position the culture track as the first change initiative that must be addressed in any organization?
5. In the skills track, you explain the method of assumptional analysis for accurately defining the root causes of the organization’s problems before any solutions are chosen and implemented? Why is it so important to work with assumptions in today’s world? Can anyone learn assumptional analysis?

6. In the team track, you speak of the “three-day washout effect” and how to take the necessary steps to successfully counteract this tendency to learn something in a safe workshop setting, but not apply it back in the workplace. Can you say more about how to resolve the classic “transfer-of-learning problem” that plagues most training programs?
7. In the chapter on the strategy-structure track, I was struck at how we get so used to the standard boxes on an organization chart that have been around for ages that we then have a hard time thinking of different ways to organize the work so it can be accomplished much more efficiently and effectively. Can you expand on those three kinds of task flow and why organizations should do their best to contain the most costly task flow within its formal departments and work groups — rather than let those costly task flows fall between the cracks on the organization chart?
8. You make a key point that the organization’s formal reward system must reinforce the new ways in which the work gets done. So often it seems that members are asked to do things differently, but they keep getting rewarded for those outdated, antiquated behaviors that might have been effective in the past, but no longer lead to success in the future. Why is the reward system track positioned after the strategy-structure track and how can an organization make sure that the new reward system will inspire its members to change their behavior in order to support what’s needed for long-term success?

9. In Chapter 11, you challenge the reader to explore what is rarely, if ever, discussed in the workplace... namely, how to expand the mind/body/spirit consciousness of the membership and then bring that expanded consciousness into the organization. Why is the further expansion of human consciousness so important for the future of society? How have organizations responded to your challenge of using the time-proven methods for expanding their members' mind/body/spirit consciousness?
10. In Chapter 11, you also talk about the four foundational — inner — conflicts that determine how members attempt to resolve all their outer conflicts. Why do unresolved inner conflicts have such a powerful impact on an organization's prospects for long-term success?