

Model Based Enterprise Impact on Organizational Behavior

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MBE and Organizational Behavior

- **A body in motion stays in motion, A body at rest stays at rest**
 - Recent CELEBREX Commercial
- **A body in motion tends to stay in motion unless acted on by an outside force**
 - Sir Isaac Newton
- **Organizations behave the same way**
 - They are difficult to move
- **MBE is that outside force**

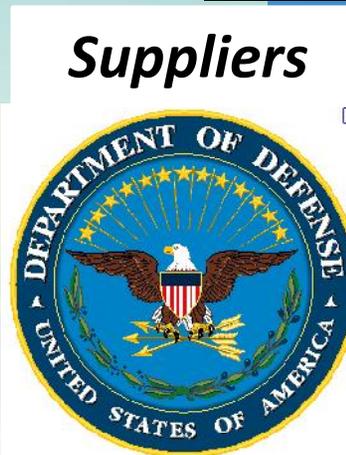
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- David and Goliath?

Software Providers

OEM's

Suppliers



U.S. AIR FORCE

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● Why is this?

- Organizations are complex open social systems
- Organizations develop distinct and persistent behavior patterns or culture
- Culture is the beliefs, assumptions and resultant behaviors defined by the leaders
- Leaders teach new members methods of thinking, perceiving and problem solving
- Managers select new members based on similarities to these traits
- Strengthens the culture

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● Why is this?

- People are multifaceted and complex
- People make sense of past behavior by forming beliefs that rationalize it
 - “It makes sense to me why we do this”
- Effect is to escalate commitment to these beliefs
- People avoid embarrassment or threat to self
 - “We have always done it this way”
- These human characteristics cause organizational behaviors to persist in the face of new realities
 - Michael Beer Harvard University

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**Organizational
Commitment**

**“Keeping your
ducks in a
row”**

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- **Model Based Enterprise represents a fundamental shift to 3D from 2D for all major internal organizations**
 - Engineering – design and configure in 3D
 - Operations – build to 3D graphical instructions
 - Quality – inspect and buy off to 3D
 - Service and Support – 3D support documentation
 - Information Technology – store and distribute 3D
 - Finance and Contracts – budget and deliver 3D
- **All organizations will need to adapt**

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Change can be
chaotic

“But what do I
do without a
drawing?”

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- **Need to rebuild each organization around the exclusive use of 3D**
 - Engineering – the hardest to pull the drawing from
 - Operations – need to become PC and App savvy
 - Quality – may need updated training in GD&T
 - Service and Support – learn to read 3D instruction
 - IT – new processes for application management
 - Finance and Contracts – identify cost advantages
- **New organizations will be flexible**

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Can we really
move the
continents?

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- The short answer is **YES!**
 - Although the process can be difficult and emotional
- Must consider Organizational Behavior changes
 - Can NOT just implement new technology
- Technology is used by People
- People belong to Organizations
- Organizations have defined behaviors
- Organizations must change to lead people to change to use new technologies

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- How do we affect such change?
- Empower leaders at all levels
 - The folks closest to the topics know them best
- Redesign the Organization Chart
 - Adapt to changing roles and responsibilities
- Trust and encourage people to think anew
 - Unlock the internal process innovations
- Actively pursue the resolution of conflict
 - Get it out – don't let it brew

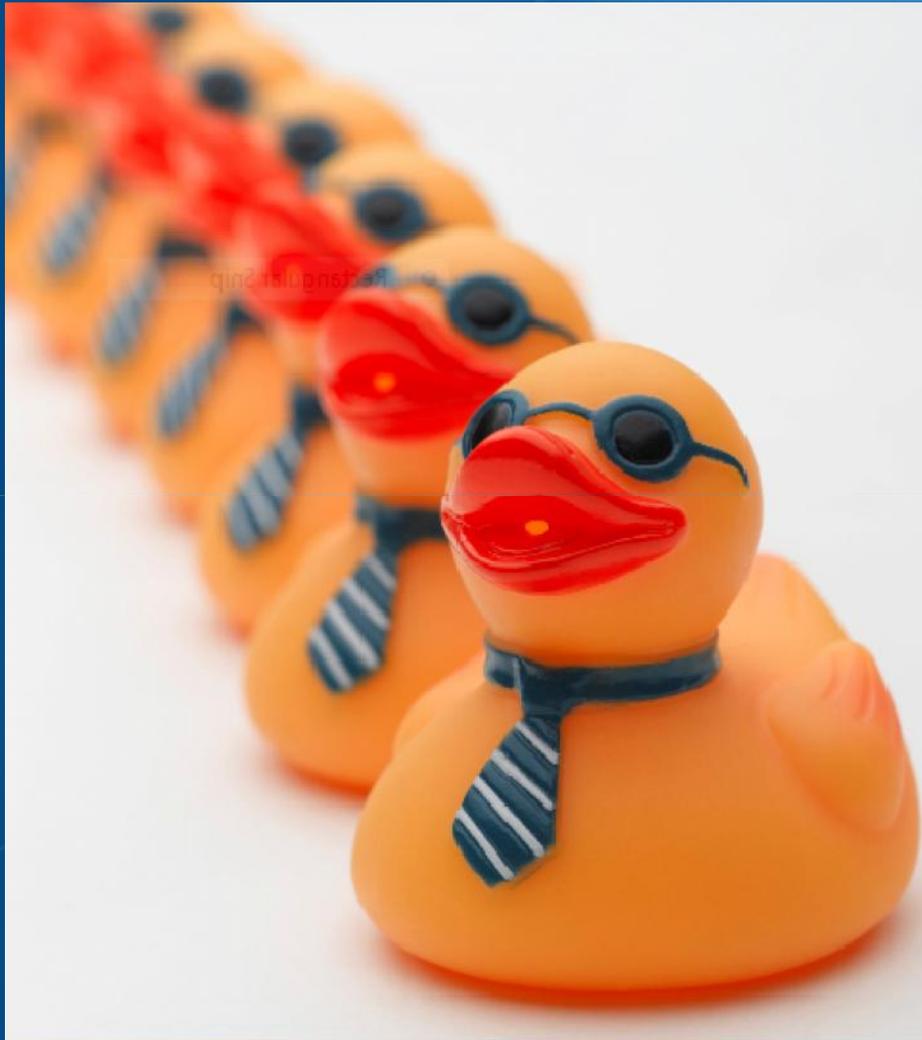
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- People will follow the new behaviors defined by the organizational leaders
- Keeping people involved and informed will increase the individual commitment to the new norms
- This commitment will stabilize and sustain the new organizations
- The new organizational behavior will be much more dynamic and flexible

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- **Strategy to define the new behaviors**
 - Consider these questions:
- **What are we doing today that we are not going to be doing in the future?**
 - and equally important –
- **What are we going to be doing in the future that we are not doing today?**

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Enhanced
Organizational
Performance

“Now the ducks
are back in a
row”

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Thank You!

Questions and Answers

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