

Governing Energy

Crossing the Cultural Transformation Chasm

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In his famous treatise, Geoffrey Moore's *Crossing the Chasm* indicated a level of critical mass has been attained to leap across an invisible market barrier.ⁱ So it is with cultural transformation.

Crossing the so-called cultural Rubicon, we move past the point of no return to the past. As the oil and gas industry wrestles with the transformation to a Culture of Safety, how do executives know they have arrived?

According to Wikipedia, "In philosophy of science, *dualism* often refers to the dichotomy between the *subject* (the observer) and the *object* (the observed)."ⁱⁱ Perhaps management is able to attain an organizational astral dual state whereby the observer can observe the observer. Since we all know that "circular loops do not compute," it is unlikely that any of us will attain this perspective, bound as organizations in a physical plane.

There may not be an Ah-Ha moment. Yet again their might be.

Most of us have struggled significant problems in our life. How can I pass a test in school when it is not clear to me what the professor is talking about? How can I get my kid to do the right thing? Why can't the customer see the value proposition I bring to her?

Then all of a sudden, seemingly out of nowhere we get the answer. Often in retrospect we wonder why we had not seen it earlier as it was so obvious.

Colloquial sayings usually have some basis in fact. Ah Ha has come to mean a sudden realization of some fact.

Another comment, "I have been working twenty years to become an overnight success" has been rephrased a number of times since Eddie Cantor coined it.ⁱⁱⁱ In his book, *Outliers*, Malcolm Gladwell puts forth his Ten Thousand Hour Rule with asserts that it takes 10,000 hours to become an expert in a field—basically ten years.

Somewhere in adoption cycles, the process goes critical and is self-sustaining. The same is true for change management as well.

You may not know the exact point in time when your organization crosses the Cultural Transformation Chasm, but you will probably notice results quickly. Critical mass scenarios have a tendency to make themselves known and even intrude into the status quo.

Nuclear fission, explosive technology such as Social Media and Mobility Devices and even winning the lottery demonstrably announce their arrival. In these cases, the understanding curve from early adopters to laggards is short.

As with much of life, one may not be able to explain why, but we know. We may not be able to define the Cultural Transformation Chasm, but we will know it when we see it.

What signs will your organization exhibit when it has crossed the Cultural Transformation Chasm?

About the Author

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End Notes

ⁱ http://en.wikipedia.org/wiki/Crossing_the_Chasm

ⁱⁱ <http://en.wikipedia.org/wiki/Dualism>

ⁱⁱⁱ http://www.brainyquote.com/quotes/authors/e/eddie_cantor.html