What is the goal?

1) Achieve flow through mindless research.
2) Improve the organization through the use of research.

What is my vision of the organization?

AUV

Cheek

Plain

D Robot
1) I think about the change as a robot.

2) We need to program the robot, this is why we are investigating algorithms.

3) We are looking for relationships that might explain change, e.g., what gets measured gets done (measurements have a positive effect on change).
Do not confuse research with action.

Research → Knowledge

Knowledge → Engineering

Engineering → Artifacts

Artifacts → Results

Results → Information

Information → Decisions

Administrative could be designed as research.
1) The change agent is a ROBOT

2) We need a program for making the ROBOT work:

   ACT

   CHECK

   PLAN

   DO

3) During the stage of PLAN, the ROBOT needs to know what kind of PLAN that will result in change.

   We need a table:

<table>
<thead>
<tr>
<th>Original Change Method</th>
<th>New Change Method</th>
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Research design

1) Describe TBM change agency as robotic algorithms.

2) Implement the system, and observe how it fails.

3) Try to find rational reasons for why it fails.  
   4) Make the system even more rational and return to 1.)

```
CHECK  3d

ACT  3d  4)

DO  2)

PLAY 1)
```
What is the problem with the design above?

What would happen if some student from KTHU visited me and wanted to understand the algorithm I use in my PhD research?

→ No problem.

Where is too much variability a problem?
What if my father comes and asks about things that have to be done in the house?

What if Bratthall asks me about proper and talks about publishing more and getting more ideas for getting things published?

⇒ What makes me feel uneasy with Bratthall?

1) His focus is on productivity, not on myself.

2) His manner of speaking is too casual.

3) Bratthall now talks about his research interests.
Learning

1. Introduction

Complex things = complex analyses.
Difficult to separate, to discuss SP1 as social programming.
Although the literature on SP1 is focused on models, procedures and systems, little seems to have been written about the subject of SP1 from the perspective of thinking about the SP1 design as robots.
2. Franciscan

How To

As SPI change agents are supposed to act in a rational manner, thinking about them as robots.

According to Watts (1989) SPI change agents are supposed to...

Krugman (2000) has shown that change agency can be seen as another version, thus following levels of self-discipline that make them like robots.
3. Method

KL 1 B 03

4. Results and analysis (case)

Self-improvement, single person organization.

Design research as change method.