

THE UNTAPPED POWER OF DISCOVERY

How to Create Change That Inspires a Better Future



KAREN GOLDEN-BIDDLE

“Navigating change is the hardest task that leaders and managers face. Karen Golden-Biddle is here to help. As one of the world’s foremost experts on change, she’s written a book that is an accessible, actionable resource for finding your way through the fog.”

Adam Grant, #1 New York Times *bestselling author of HIDDEN POTENTIAL and THINK AGAIN, and host of the podcast WorkLife*

“You have heard the phrase, ‘Embrace the unexpected.’ The puzzle remains, as a leader or manager, how do you recognize and make good use of the unexpected in a way that delivers results and positive change for your organization? *The Untapped Power of Discovery* is a unique guide to helping you understand and make good use of unexpected developments and convert them into a capacity for discovery. This focus on the process of discovery produces critical new insights about how to effectively lead during a time of unprecedented change.”

Jane Dutton, *Robert L. Kahn Distinguished University Professor Emerita, University of Michigan*

“In a world full of uncertainty and surprises, Karen Golden-Biddle uses extensive research and compelling stories to teach us the overlooked practice of discovery. Readers will have many “ahas” on their way to learning how to more effectively innovate, solve difficult problems and advance in their careers.”

Scott Sonenshein, *bestselling author of STRETCH and co-author (with Marie Kondo) of JOY AT WORK*

“This book will benefit any leader concerned about the failure of imagination in their company. Drawing on a wide variety of vivid cases, Golden-Biddle provides a tool-kit to jumpstart discovery in your company and using surprise and doubt are the doorways to lasting change.”

Hayagreeva Rao, *Atholl McBean Professor of Organizational Behavior, Graduate School of Business, Stanford University, and co-author (with Robert I. Sutton) of SCALING UP EXCELLENCE and THE FRICTION PROJECT*

“I sat down to start reading this book and couldn’t put it down until I finished. This creative and very gripping book helps readers discover quite a lot. It conveys crucial insights by means of true examples of very ambitious change projects, and demonstrates in practice its underlying conceptual message. The examples in each chapter show not only what three-pronged discovery processes mean in practice, but also what the courage to carry them out as an organizational leader involves. The questions at the end of each chapter engage readers, making the experience of reading the book more than just seeing what others have done.

The book conveys beautifully both the temporariness of our knowledge and the worth of temporary unknowing. It conveys the value of being nervous and hesitant, at least with respect to the tools we use. Further, it not only discusses but also shows in practice, the profound importance of respect for people that change agents and other leaders often ignore—such as children, hospital patients, homeless people, village elders, low level employees in organizations. Most books about change do not even acknowledge the importance of such people, let alone incorporate them in creative processes. Finally, the very helpful figure that summarizes each chapter also ties the chapters together very well.

This is a beautifully written book. I hope that it will lead readers to experience some doubt about admonitions for change they have previously read, and point them towards important new possibilities that await creation.”

Jean Bartunek, *Robert A. and Evelyn J. Ferris Chair and Professor of Management and Organization, Carroll School of Management, Boston College*

“We must embrace change to achieve success in organizations and have a fulfilling life. Using stories and research, Karen Golden-Biddle provides a compelling framework with actionable strategies to integrate discovery for change with innovative impact.”

Kenneth W. Freeman, *Boston University interim president, previously Chairman & CEO of Quest Diagnostics and Partner at KKR*

The Untapped Power of Discovery

Despite being a game-changer in powering human growth, discovery remains a mystery. How can it produce *ahas* and insights to meet the challenge of new realities and reimagine organizational management?

This book lays out a process of inquiry that drives belief change and leads to discoveries, empowering leaders, groups, and the organization with a powerful tool for navigating an uncertain future. Discovery lights the intellectual spark for every breakthrough in science, technology, pharmaceuticals, and more—but fear and inertia can harden beliefs and practices that no longer fit the new realities. To counter this, discovery can be cultivated rather than suppressed, using a new, three-phase process, a management practice that consistently generates the *ahas* and insights that underpin all transformation. Based on years of research and real-world observation, this book inspires and equips leaders at all levels to champion this discovery process and fuel genuine, sustained change in their communities and organizations.

Accompanied by a website that includes proprietary tools, audio and video clips, and a downloadable workbook, this book is an enriching resource for current and aspiring leaders and managers across industries, as well as management consultants, HR professionals, corporate educators, and business students.

Karen Golden-Biddle is an organizational ethnographer whose award-winning research illuminates the connection between discovery and organizational change. She is committed to supporting leaders' efforts to cultivate discovery as a conscious practice. Karen's work has appeared in numerous peer-reviewed publications, including the *Academy of Management Journal* and *Organization Science*. She received her PhD and MBA from Case Western Reserve University and BA from Denison University. Karen is Professor of Management and Organizations, emerita, Questrom School of Business at Boston University, and Fellow of the Academy of Management.



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

The Untapped Power
of Discovery
How to Create Change
That Inspires a Better
Future

Karen Golden-Biddle

Designed cover image: © Getty

First published 2024

by Routledge

605 Third Avenue, New York, NY 10158

and by Routledge

4 Park Square, Milton Park, Abingdon, Oxon, OX14 4RN

Routledge is an imprint of the Taylor & Francis Group, an informa business

© 2024 Karen Golden-Biddle

The right of Karen Golden-Biddle to be identified as author of this work has been asserted in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Trademark notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Library of Congress Cataloging-in-Publication Data

Names: Golden-Biddle, Karen, author.

Title: The Untapped Power of Discovery : How To Create Change

That Inspires a Better Future / Karen Golden-Biddle.

Description: New York, NY : Routledge, 2024. | Includes bibliographical references and index.

Identifiers: LCCN 2024015476 (print) | LCCN 2024015477 (ebook) |

ISBN 9781032845340 (hardback) | ISBN 9781032845319 (paperback) |

ISBN 9781003513681 (ebook)

Subjects: LCSH: Creative ability in business. | Learning by discovery. | Leadership.

Classification: LCC HD53 .G65 2024 (print) | LCC HD53 (ebook) |

DDC 658.4/063—dc23/eng/20240404

LC record available at <https://lcn.loc.gov/2024015476>

LC ebook record available at <https://lcn.loc.gov/2024015477>

ISBN: 978-1-032-84534-0 (hbk)

ISBN: 978-1-032-84531-9 (pbk)

ISBN: 978-1-003-51368-1 (ebk)

DOI: 10.4324/9781003513681

Typeset in Sabon

by Apex CoVantage, LLC

Please access accompanying online material: <https://karengolden-biddle.com/>

For Mark



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

Contents

<i>Acknowledgments</i>	<i>xi</i>
Introduction	1
1 Suppressing Discovery	8
2 Discovery as a Process	28
3 Capitalizing on Surprise	45
4 Harnessing Genuine Doubt	62
5 Launching New Ways	82
6 Building Capacity for Discovery	99
7 Amplifying Discovery	117
8 Discovery's Impact on Change Management	136
<i>Index</i>	<i>145</i>



Taylor & Francis

Taylor & Francis Group

<http://taylorandfrancis.com>

Acknowledgments

As I sit down to write these acknowledgements, the many, many people who have supported me in this endeavor over the past decade come flooding into my mind. I am filled with deep gratitude for each of them and the variety of ways—small and large—that their support sustained my journey in writing this book and enriched the end result.

I am especially grateful for my husband, Mark, who read every chapter with care. His keen ability to recognize sources of vitality in my written stories, and his fruitful search for stories of discovery made this a significantly better book.

I want to thank the thousands of university students I have been honored to teach about change. I have learned a good deal about change from their stories and experience. Their questions about the discovery process have sharpened my thinking, and their enthusiasm about its use has bolstered my confidence to share it more widely.

As well, I am thankful to the many leaders who opened their organizations for my research. These leaders let me observe daily life and experience their struggles, joys, and hopes with change that inspires a better future. Their stories both richly shape and populate this book.

In addition, I am grateful to the individuals who have read all or parts of this book or its precursors, who have made me aware of valuable content for the book, or who have connected me to critical others who helped facilitate the development of this book. Each of them took time to understand what my work was about and provided me welcome support and resources that improved it. Thank you, my colleagues and friends: Maria Anderson, Michel Anteby, Sue Ashford, Jean Bartunek, David Berry, Shirley Clark, Kathryn Correia, Jane Dutton, Elana Feldman, Martha Feldman, Audrey Holm,

Debbie Kolb, Martha Katz, Marshall Kreuter, Carole Levy, Jina Mao, Barbara Miller-Murphy, Jim O’Connell, Gladys Procyshen, Scott Sonenshein, and Ernesto Ruiz-Tiben.

I also thank the superb professionals who guided me through the writing and publication process. Bill Birchard was an expert writing coach and wizard at helping me sharpen my writing’s reach and impact. Lynne Wiklander, a terrific communication coach, helped me see at a deeper level the crucial importance of knowing each particular audience. Early on, Jill Totenberg and Carolyn Monaco, top publishing and marketing experts, shared key knowledge about the publishing world. Allison Wigen, PhD candidate at Boston University, provided outstanding editorial support that made the manuscript submission process seamless.

Finally, I thank three institutional sources of support for my work on this book. My endowed chair at Boston University—the Questrom Professor in Management—provided consistent funding for my work on this book and prior academic articles that laid the foundation for the discovery approach that I develop in this book. Terry Clague and Meredith Norwich of Routledge Books provided important feedback and assistance that extended the reach of this book. The data and charts for the DeltaCare case are being used with the permission of the Academy of Management. They are based on my article in the *Academy of Management Journal*, “Discovery as Abductive Mechanism for Reorienting Habits within Organizational Change.” 2020. Vol. 63(6): 1951–1975.

Introduction

How do leaders make the most of new realities that upend beliefs?

Beliefs about leading people. Beliefs about market success. Beliefs about internal processes and practices. Beliefs about stakeholder needs. What happens when those beliefs no longer fit today's realities? When they no longer enable the organization to win as it once did? When you're the one responsible for getting beliefs in line with reality?

At the very least, you're going to feel disoriented. Your gut may churn with discomfort. Your team may doubt your authority. You've got a challenge on your hands. And it requires not just garden-variety change management. It requires reorienting your and everyone else's ill-fitting beliefs to create new ones, and in turn, reorienting your organization's practices to create better futures.

Making that happen—guiding people along the trail to the *ahas* and insights that foster belief change—is what this book is all about. It's about a core practice that's often not recognized—and yet essential—for tackling critical change-management challenges that you have to confront increasingly, and more urgently, with every passing year. In the face of realities that upend prevailing beliefs, you need the skills to get everyone to reimagine, redesign, and rethink the organization.

THE SOLUTION: A PROCESS OF DISCOVERY

Research I've undertaken during my career reveals that, to take advantage of new realities, you need to master a fundamental process

that only a few leaders to date have been championing: the process of discovery. This discovery process fuels *ahas* and insights that support your reorienting of beliefs and creation of novel solutions. It's an ongoing process as well, a process you have to stick with, to foster change in yourself and others that underwrites your better future.

My research shows further that discovery as a process involves much more than people think. It requires going on a journey with others that is powered by three motors. The first motor is surprise; the second, genuine doubt; the third, launching new ways. Using each in turn, and again all iteratively, everyone rises to the challenge of altering ill-fitting beliefs to address those new realities.

It is through these three motors that the discovery process paves the way for people to assess the continued functioning of their core beliefs. Do the beliefs still fit the current situation? Should you let go of prevailing ones and take up new ones? Should you consider, indeed embrace, beliefs you have never before considered? Without engaging all three motors—once, twice, many times—you cannot gain the conviction to let go of the old and put your energy into the new.

Notice that the process of discovery involves not just assigning a few hot shots to assess surprise, wrestle with doubt, consider new ways of working, and then come up with a plan for everyone else to execute to transform the organization. Rather, it involves welcoming, internalizing, and processing the new understanding gained through everyone's engagement with each motor. What do the group's findings and realizations mean—not just to business as usual—but to the core beliefs behind the business?

Think of the three motors as facilitators of belief change. When you, with others, go through surprise, the first motor, you experience a collective waking to the fact of a new reality. *Something isn't right. Why doesn't my current belief work any longer?* A sign of success is when group members are taken aback by what they're recognizing.

When you, with others, walk into the unknown of genuine doubt, the second motor, you start questioning: *Are these beliefs still the best ones to hold?* A sign of success is that you are filled with a sense of *not* knowing. Only your uncertainty—not knowing what to do—will loosen the iron grip of long-held beliefs.

When you and your group launch new ways, the third motor, you enthusiastically search for a new, future way of working. Everyone asks: *What other possibilities might there be?* At this point, you and your group launch action that takes place in the context of

implementation. You try on new beliefs and practices that you have assessed as better able to function well in the new reality.

It is only through a discovery process like this that people are inclined to grab the promising handrail of new beliefs as they face up to new realities. And it is only through guiding this process as a leader that you and group members let go of ill-fitting beliefs and take up new ones that propel you, the group, and the organization into the future.

Make no mistake about the centrality of belief change to discovery. In the past, you might have thought of discovery as a natural result in the life of an organization, emerging as if through evolution. Or you might have thought of it as serendipitous, in which happenstance guides you and everyone else to breakthrough innovation, invention, and transformation.

But viewing discovery in this way is incorrect. Although you recognize *that* discoveries are generated, and that they catalyze leaps of progress, you don't get any insight into *how* those discoveries unfold. Worse, you encourage people to step over the process of discovery as if the three motors don't exist. Or even worse yet, you encourage them to sidestep new ideas and perspectives once they do learn how to generate them. And that's a huge loss for everyone.

You're making the mistake of grossly undervaluing and woefully under developing discovery. Despite its game-changing role in work and life, it is getting so little attention that you—and most people—continue to lack the skill to cultivate discovery. The result is that you risk squandering one opportunity after another to reshape your future and that of your organization. As you fail to lead with the three motors of discovery, you forego untold benefits.

The Untapped Power of Discovery aims to inspire and equip you, perhaps for the first time, to incorporate discovery as a process into your work and life. When you and your fellow employees embrace the discovery process, everyone can rise, together, to transform organization-wide beliefs, and in turn meet the challenge of new realities that any type of organization faces at almost every turn.

SELECTING THE STORIES

Anyone who follows the news knows how essential, yet how difficult, such transformation is. The business press is replete with horror

stories. Studies suggest that 70 percent of all change initiatives, and 85 percent of cultural change initiatives, fail. That means that only a limited few succeed, of course, and I was intrigued to find stories of organizations and people who had beaten the odds. I wanted to know why this happened, but most especially, I wanted to know *how* they made it happen.

I went on a search for stories of leaders who embraced unexpected, sometimes vague situations in their organizations or communities. I purposely varied my choices of dozens of organizations in my research. I assembled the stories of discovery in large, medium, and small organizations—in hospitality, entertainment, software design, information technology, and other sectors. I have also included stories from a Fortune 200 manufacturing company, health systems in the US and Canada, a US nonprofit, a global, non-governmental collaboration, and more.

When I found them, I also found that in each one, a discovery process that elicited *ahas* about the suitability of beliefs—and in turn how to reshape no longer suitable ones—was the key to success. To be included, each story had to stem from documents from multiple sources. Each one also had to reveal data that provided clues to the use by the organizations' leaders of a discovery process, a process in which leaders, for example, were “taken aback,” or “peered into the void of the unknown.”

The stories in the book are not always about dramatic transformation. People do not change their organizations into something they are not. They do not become people they're not. Rather, the stories are about people who have created change in their organizations and communities that, through a re-orientation of beliefs, inspired action toward a better future.

OVERVIEW OF THE BOOK

As a leader, your journey on the road to discovery begins when you learn the central role the process of discovery plays to spark and fuel human creativity, both in your own work and across your organization. Your journey continues as you learn to guide people in operating the motors that fuel discovery. It culminates when you and others conduct multiple cycles of discovery and generate multiple insights. That's when you reorient patterns of belief and practice that spur genuine transformation.

In the process, you will gain a new perspective and use new tools to deal with, or even avoid, gut-wrenching periods where you miss insights that would benefit you in mastering new realities. You will learn a brand-new process to move from suppressing to eagerly cultivating *ahas*.

The Untapped Power of Discovery opens by examining how leaders suppress discovery. In chapter 1, you will learn the three main behaviors of leaders who, often without awareness, thwart new realities and derail discovery. The rest of the book presents a plan to develop the personal and organizational skills for cultivating discovery. Chapter 2 portrays leaders of two mature organizations—in the information technology and health sectors—who navigate a discovery process that reorients outdated beliefs and creates new ways of working that sustain success. It also introduces the “discovery cycle” that helps you learn how discovery’s core motors and dynamics of belief change are set into motion.

The following three chapters (chapters 3 through 5) describe those core motors and elements of the discovery process approach, providing specific strategies, questions, and tools to enable you to put them into action now. Each chapter builds out the process for generating the *ahas* and insights that spur belief change.

Chapter 3 examines the motor of surprise. It shows how you can use three common enablers to capitalize on this powerful motor for igniting discovery. Chapter 4 examines the motor of genuine doubt. Through greater awareness of doubt’s latent value, and through skilled use of three discovery enablers, you learn how to harness doubt as a generative power that fuels insight and new ideas. Chapter 5 examines the third and final motor of discovery, launching new ways. It shows how, once you learn discovery enablers based in situated action, you can turn vague, yet promising new possibilities into new ways of operating.

The final three chapters show how to fortify discovery’s generative power. Through a case study of a global collaboration to eradicate Guinea worm disease developed in chapter 6, you will learn how to help people build their capacity for engaging and conducting discovery through the use of three important enablers: building diverse representation, fostering respectful engagement, and enacting flexible roles. In chapter 7, you will learn how to use the multiplier effect of discovery when you sponsor the repeated use of discovery cycles. Through the use of multiple cycles, you and other leaders and employees can generate consecutive insights and *ahas* that spur

belief and behavior change for full transformation. The last chapter brings *The Untapped Power of Discovery* to a close with a call to integrate discovery processes into change management for greatest gain (chapter 8).

INVITATION

We are in a moment filled with new realities that upend our beliefs. It can be a daunting moment in which to see and create new possibilities for achieving a different and better future. We feel hopeless in our ability to effect change. Although a desire for a better future is a vital part of our human society, we often disbelieve that our action can make a difference.

Yet this moment is also an opportunity for organizational and community leaders, together with their stakeholders, to build a different kind of capacity—one that enables everyone to reshape their beliefs in the service of creating novel solutions to the challenges of unexpected situations and new realities. This capacity is discovery, a process that significantly elevates other processes, such as traditional change management, design thinking, and innovation.

A mountain of new research—much of it in this book—suggests that when you, *with* your colleagues, make discovery continuous, when you generate one cycle of discovery after another, you will realize escalating transformative impact. As you confront new realities, you will generate new beliefs that foster growth as a community. Everyone will learn how to routinely—reflexively—catalyze the discovery on which you depend. With multiple cycles of discovery, you'll provoke new ideas and possibilities to create change you had not ever believed possible.

This book invites you, as a leader, to imagine people in *all* organizations as able to generate *ahas* and insights that open new possibilities and perspectives. These, in turn, promote change in beliefs and practices that inspire a better future—often against unbelievable odds, for themselves and others. As a leader you can shed top-down interventions and directives for a more nuanced and expansive approach to change: one that engages people rather than controls them; one that actively explores what is *not known*, rather than rigidly adhering to what is already known; and one that delivers a dynamic organization that thrives as it faces the challenge of each new reality in today's flood of change.

In the process, you will learn to make the discovery of insight, new perspectives, and new possibilities more dependable and systematic. With this discovery repertoire, you will embolden your team and organization to move away from know-it-all ways of operating and on to emerging ones that will enable you and others to master the nebulous new realities and unexpected situations that upend beliefs.

~~~~~

1. Identify a new reality or unexpected situation that upended your beliefs. Which of your beliefs were upended? How did you respond?
2. What ideas in this introduction catch your attention? Why?

## Suppressing Discovery

- Argyris, Chris . 1991. "Teaching Smart People How to Learn." *Harvard Business Review*, May-June:99–109.
- Case, Jean . 2009. "Autumn Updates from Jean Case." Case Foundation. Blog. <https://casefoundation.org/blog/autumn-updates-jean-case/>, accessed June 2023.
- Case, Jean . 2010. "The Painful Acknowledgement of Coming Up Short." Case Foundation. Blog. <https://casefoundation.org/blog/painful-acknowledgment-coming-short/>, accessed June 2023.
- Chai, Sen . 2017. "Near Misses in the Breakthrough Discovery Process." *Organization Science* 28(3):411–428.
- Costello, Amy . 2005. "South Africa: The PlayPump. Turning Water into Child's Play." PBS Frontline World. Video. [www.pbs.org/frontlineworld/rough/2005/10/south\\_africa\\_th.html](http://www.pbs.org/frontlineworld/rough/2005/10/south_africa_th.html), accessed June 2023.
- Costello, Amy . 2006. "PlayPump Project Receives Major US Funding." PBS Frontline World. Blog. [www.pbs.org/frontlineworld/blog/2006/09/playpump\\_projec.html](http://www.pbs.org/frontlineworld/blog/2006/09/playpump_projec.html), accessed June 2023.
- Detert, James R. , & Ethan R. Burris . 2007. "Leadership Behavior and Employee Voice: Is the Door Really Open?" *Academy of Management Journal* 50(4):869–884.
- Detert, James R. , & Ethan R. Burris . 2015 (December 11). "Nonverbal Cues Get Employees to Open Up—or Shut Down." Digital Article. <https://hbr.org/2015/12/nonverbal-cues-get-employees-to-open-up-or-shut-down-2#:~:text=Signal%20%E2%80%9CI%E2%80%99m%20really%20is>, accessed April 2024
- Detert, James R. , & Ethan R. Burris . 2016. "Can Your Employees Really Speak Freely?" *Harvard Business Review*, January–February:1–9.
- Freschi, Laura . 2010. "Some NGOs CAN Adjust to Failure: The PlayPumps Story." AidWatch. Blog. [www.nyudri.org/aidwatcharchive/2010/02/some-ngos-can-adjust-to-failure-the-playpumps-story](http://www.nyudri.org/aidwatcharchive/2010/02/some-ngos-can-adjust-to-failure-the-playpumps-story), accessed June 2023.
- Frontline World . 2010. "Troubled Water." Video. [www.pbs.org/frontlineworld/stories/southernafrica904/video\\_index.html](http://www.pbs.org/frontlineworld/stories/southernafrica904/video_index.html), accessed June 2023.
- Golden-Biddle, Karen . 1992. "The Individual and Organizational Culture: Strategies for Action in Highly Ordered Contexts." *Journal of Management Studies* 29:1–21.
- Hacking, I. 2012. "Introductory Essay." In *The Structure of Scientific Revolutions*, 50th Anniversary edition, 4th ed. Edited by Thomas S. Kuhn . Chicago and London: The University of Chicago Press.
- Klein, Gary . 2013. *Seeing What Others Don't*. New York: Public Affairs.
- Kolata, Gina . 2006 (May 16). "Lactic Acid Is Not Muscles' Foe, It's Fuel." *New York Times*. [www.nytimes.com/2006/05/16/health/nutrition/16run.html](http://www.nytimes.com/2006/05/16/health/nutrition/16run.html), accessed June 2023.
- Kuhn, Thomas S. 2012. *The Structure of Scientific Revolutions*, 50th Anniversary edition, 4th ed. Chicago and London: The University of Chicago Press.
- March, Elizabeth . 2009 (2nd printing). "When Innovation is Child's Play." *WIPO Magazine*. [www.wipo.int/wipo\\_magazine/en/2009/02/article\\_0013.html](http://www.wipo.int/wipo_magazine/en/2009/02/article_0013.html), accessed June 2023.
- Mueller, Jennifer S. , Shimul Melwani , & Jack A. Goncalo . 2011. "The Bias Against Creativity: Why People Desire But Reject Creative Ideas." *Psychological Science* 23(1):13–17.
- Obiols, Ana Lucia , & Karl Erpf . 2008. "Mission Report on the Evaluation of the PlayPump Installed in Mozambique." [https://www-tc.pbs.org/frontlineworld/stories/southernafrica904/flash/pdf/mozambique\\_report.pdf](https://www-tc.pbs.org/frontlineworld/stories/southernafrica904/flash/pdf/mozambique_report.pdf), accessed June 2023.
- Stellar, Daniel . 2010. "The PlayPump: What Went Wrong? State of the Planet." Columbia University Climate School. Blog. <https://news.climate.columbia.edu/2010/07/01/the-playpump-what-went-wrong/>, accessed June 2023.
- UNICEF . 2007. "An Evaluation of the PlayPump® Water System as an Appropriate Technology for Water, Sanitation and Hygiene Programmes." [https://www-tc.pbs.org/frontlineworld/stories/southernafrica904/flash/pdf/unicef\\_pp\\_report.pdf](https://www-tc.pbs.org/frontlineworld/stories/southernafrica904/flash/pdf/unicef_pp_report.pdf), accessed June 2023.
- Unite for Sight . n.d. "Outcomes Are Essential in Global Health, Case Study: PlayPumps." Blog. <https://uniteforsight.org/global-health-university/outcomes>, accessed June 2023.

Weick, Karl E. , & Kathleen M. Sutcliffe . 2003. "Hospitals as Cultures of Entrapment: A Re-Analysis of the Bristol Royal Infirmary." *California Management Review* 45(2):73–84.

Weick, Karl E. , & Kathleen M. Sutcliffe . 2015. *Managing the Unexpected*, 3rd ed. San Francisco, CA: Jossey-Bass, a Wiley Company.

White House Archives . 2006. "Mrs. Bush's Remarks at the Clinton Global Initiative Annual Meeting." <https://georgewebush-whitehouse.archives.gov/news/releases/2006/09/20060920-4.html>, accessed June 2023.

Wolfberg, Adrian . 2022. In *Pursuit of Insight: The Everyday Work of Intelligence Agents*. Washington, DC: National Intelligence University.

World Bank . 2002. *South Africa: The Roundabout Outdoor PlayPump* (Infobriefs No. 218). Washington, DC: Africa Region Findings and Good Practice. <https://openknowledge.worldbank.org/handle/10986/9749?locale-attribute=en>, accessed June 2023.

## Discovery as a Process

Bryant, Adam . 2014 (February 20). "Satya Nadella, Chief of Microsoft, On His New Role." *New York Times* Corner Office. Interview. [www.nytimes.com/2014/02/21/business/satya-nadella-chief-of-microsoft-on-his-new-role.html](http://www.nytimes.com/2014/02/21/business/satya-nadella-chief-of-microsoft-on-his-new-role.html), accessed June 2023.

Dweck, Carol . 2006. *Mindset: The New Psychology of Success*. New York: Ballantine Books.

Economist . 2020 (October 24). "How Satya Nadella Turned Microsoft Around: Now for the Hard Part."

Golden-Biddle, Karen A. 2020. "Discovery as Abductive Mechanism for Reorienting Habits within Organizational Change." *Academy of Management Journal* 63(6): 1951–1975.

Ibarra, Herminia , Aneeta Rattan , & Anna Johnston . 2018. "Satya Nadella at Microsoft: Instilling a Growth Mindset." *London Business School Case CS-18-008:7*.

Joas, Hans . 1996. *The Creativity of Action*. Chicago: University of Chicago Press.

Mautz, Scott . 2019 (November 21). "Microsoft Leaders Are Asked to Showcase Three Skills." *Inc Magazine*. Blog. [www.inc.com/scott-mautz/microsoft-leaders-are-asked-to-showcase-3-skills-recent-psychology-research-says-you-should-too.html](http://www.inc.com/scott-mautz/microsoft-leaders-are-asked-to-showcase-3-skills-recent-psychology-research-says-you-should-too.html), accessed June 2023.

Mayer, Kathryn . 2021 (October 6). "How the HR Executive of the Year Rebooted Microsoft's Culture." *Human Resource Executive*. <https://hrexecutive.com/how-thehr-executive-of-the-year-rebooted-microsofts-culture/>, accessed June 2023.

Murray, Matt . 2019 (August 6). "Future of Work: Davos." *Wall Street Journal*. Interview. [www.wsj.com/video/events/future-of-work-davos/BE0D0E6C-87E1-4A3F-B4A48F6FA4BEA1B4.html](http://www.wsj.com/video/events/future-of-work-davos/BE0D0E6C-87E1-4A3F-B4A48F6FA4BEA1B4.html), accessed June 2023.

Peirce, Charles Sanders . 1877. "The Fixation of Belief." *Popular Science Monthly* 12:1–15.

Peirce, Charles Sanders . 1931–1958a. *The Collected Papers of Charles Sanders Peirce*, Vols. 1–8. Edited by C. Hartshorne , P. Weiss , & A.W. Burks . Cambridge: Harvard University Press.

Peirce, Charles Sanders . 1931–1958b. *The Essential Peirce: Selected Philosophical Writings*. Edited by C. Hartshorne , P. Weiss , & A.W. Burks . Peirce Edition Project. Bloomington: Indiana University Press.

Shibu, Sherin , & Shana Lebowitz . 2019. "Microsoft Is Rolling Out a New Management Framework to Its Leaders." *Business Insider*. [www.businessinsider.com/microsoft-is-using-growth-mindset-to-power-management-strategy-2019-11?r=US&IR=T](http://www.businessinsider.com/microsoft-is-using-growth-mindset-to-power-management-strategy-2019-11?r=US&IR=T), accessed June 2023.

## Capitalizing on Surprise

- Ain, Aron . 2019. *Work Inspired: How to Build an Organization Where Everyone Loves to Work*. New York: McGraw-Hill.
- Austin, Robert Daniel , Lee Devin , & E.E. Sullivan . 2012. "Accidental Innovation: Supporting Valuable Unpredictability in the Creative Process." *Organization Science* 23(5):1505–1522.
- Bolton, Guy . 2016 (January 21). "By Turning Medical Scans into Adventures, GE Eases Children's Fears." *Milwaukee Journal Sentinel*. <https://archive.jsonline.com/business/by-turning-medical-scansinto-adventures-ge-eases-childrens-fears-b99647870z1-366161191.html>, accessed June 2023.
- Cook, Scott . 2015 (November 4). "Savor the Surprises" (Presentation in a course). Stanford eCorner. Video. <http://ecorner.stanford.edu/videos/3597/Savor-the-Surprises>, accessed June 2023.
- Cunha, Miguel Pinae , Stewart R. Clegg , & Ken Kamoche . 2006. "Surprises in Management and Organization: Concept, Sources, and a Typology." *British Journal of Management* 17:317–329.
- Dietz, Doug . 2012. "Transforming Healthcare for Children and Their Families." TEDxSanJoseCA. Video. [www.youtube.com/watch?v=jajduxPD6H4](http://www.youtube.com/watch?v=jajduxPD6H4), accessed June 2023.
- Dunne, Danielle D. , & Deborah Dougherty . 2016. "Abductive Reasoning: How Innovators Navigate in the Labyrinth of Complex Product Innovation." *Organization Studies* 37:131–159.
- Golden-Biddle, Karen A. 2020. "Discovery as Abductive Mechanism for Reorienting Habits within Organizational Change." *Academy of Management Journal* 63(6):1951–1975.
- Kelly, David , & Tom Kelly . 2013a. "The Journey from Design Thinking to Creative Confidence." IDEO. Blog. [www.ideo.com/blogs/inspiration/from-design-thinking-to-creative-confidence](http://www.ideo.com/blogs/inspiration/from-design-thinking-to-creative-confidence), accessed June 2023.
- Kelly, David , & Tom Kelly . 2013b. *Creative Confidence: Unleashing the Creative Potential within Us All*. New York: Crown Business Publishers.
- Lampel, Joseph , & Zur Shapira . 2001. "Judgmental Errors, Interactive Norms, and the Difficulty of Detecting Strategic Surprises." *Organization Science* 12(5):599–611.
- Locke, Karen , Karen Golden-Biddle , & Martha S. Feldman . 2008. "Making Doubt Generative: Rethinking the Role of Doubt in the Research Process." *Organization Science* 19(6):907.
- McDaniel, Reuben R. , Michelle E. Jordan , & Brigitte F. Fleeman . 2003. "Surprise, Surprise, Surprise! A Complexity Science View of the Unexpected." *Health Care Management Review* 28:266–278.
- Myers, Jessica . 2019. "Kronos Celebrated for Groundbreaking Cloud Transformation and Culture of Continuous Innovation." *Business Wire*. [www.businesswire.com/news/home/20190910005586/en/Kronos-Celebrated-for-Groundbreaking-Cloud-Transformation-and-Culture-of-Continuous-Innovation](http://www.businesswire.com/news/home/20190910005586/en/Kronos-Celebrated-for-Groundbreaking-Cloud-Transformation-and-Culture-of-Continuous-Innovation), accessed June 2023.
- Nadella, Satya , with Greg Shaw , & Jill Tracie Nichols . 2017. *Hit Refresh: The Quest to Rediscover Microsoft's Soul and Imagine a Better Future for Everyone*. New York: Harper Collins Publishers.
- Ogle, Jason . 2018 (January 31). "The Life-Changing Impact of Empathy in Design." Medium. Blog. <https://medium.com/user-defenders/the-impact-of-empathy-in-design-b55c3157d070>, accessed June 2023.
- Rankin, Amy , Rogier Woltjer , & Joris Field . 2016. "Sensemaking Following Surprise in the Cockpit—A Re-framing Problem." *Cognition, Technology and Work* 18:623–642.
- Weick, Karl E. 2006. "Faith, Evidence and Action: Better Guesses in an Unknowable World." *Organization Studies* 27(11):1723–1736.
- Winfrey, Graham . 2014 (July 25). "Intuit's Scott Cook on the Surprising Sources of Massive Growth." *Inc Magazine*. [www.inc.com/graham-winfrey/intuit-s-scott-cook-on-savoring-surprises.html](http://www.inc.com/graham-winfrey/intuit-s-scott-cook-on-savoring-surprises.html), accessed June 2023.

## Harnessing Genuine Doubt

- Alon, Uri . 2013. "Why Science Demands a Leap into the Unknown." TED Global. Video. [www.ted.com/talks/uri\\_alon\\_why\\_science\\_demands\\_a\\_leap\\_into\\_the\\_unknown](http://www.ted.com/talks/uri_alon_why_science_demands_a_leap_into_the_unknown), accessed June 2023.
- Amabile, Teresa M. , & S.J. Kramer . 2011. "The Power of Small Wins." *Harvard Business Review* 89(5):70–81.
- Anderson, Brett . 2020 (October 13). Updated October 16, 2020. "The News Cycle Is Crushing Seattle's Vibrant Restaurant Scene." *The New York Times*. [www.nytimes.com/2020/10/13/dining/seattle-restaurants-coronavirus.html](http://www.nytimes.com/2020/10/13/dining/seattle-restaurants-coronavirus.html), accessed June 2023.
- Arbune, Amit , Sarah Wackerbarth , Penne Allison , & Joseph Conigliaro . 2017. "Improvement Through Small Cycles of Change: Lessons from an Academic Medical Center Emergency Department." *Journal for Healthcare Quality* (September/October) 39(5):259–269.
- Carroll, Patrick J. , R.M. Arkin , & C.K. Shade . 2011. "Possible Selves and Self-Doubt: A Poverty of Desired Possibility." *Social Psychological and Personality Science* 2(2):190–198.
- Gilbert, Ben , & David Rosenthal . 2020 (March 20). "Canlis: Episode 1." *Adapting (by Acquired) Podcast*. [www.youtube.com/watch?v=EVr4bWy0f7s](http://www.youtube.com/watch?v=EVr4bWy0f7s), accessed June 2023.
- Gordinier, Jeff . 2020 (March 18). "Before Coronavirus, Canlis Was the Epitome of Fine Dining. Now, It's a Damn-Good Drive-Thru." *Esquire*. [www.esquire.com/food-drink/restaurants/a31709260/canlis-seattle-coronavirus-restaurant-takeout-solution/](http://www.esquire.com/food-drink/restaurants/a31709260/canlis-seattle-coronavirus-restaurant-takeout-solution/), accessed June 2023.
- Grant, Adam . 2021. *Think Again: The Power of Knowing What You Don't Know*. New York: Viking.
- Kruckoff, Carol . 1984 (January 29). "The 6 O'Clock Scholar: Librarian of Congress Daniel Boorstin and His Love Affair with Books." *The Washington Post*. [www.washingtonpost.com/archive/lifestyle/1984/01/29/the-6-oclock-scholar/eed58de4-2dcb-47d2-8947-b0817a18d8fe/](http://www.washingtonpost.com/archive/lifestyle/1984/01/29/the-6-oclock-scholar/eed58de4-2dcb-47d2-8947-b0817a18d8fe/), accessed June 2023.
- Lee, Wilson K. , with Mark Canlis . 2020 (April 23). "How Top Fine Dining Restaurant Is Adapting to COVID-19." *Restaurant Management Podcast*. [www.youtube.com/watch?v=P2G0iKaJwxY](http://www.youtube.com/watch?v=P2G0iKaJwxY), accessed June 2023.
- Leonardi, Paul M. 2011a. "Early Prototypes Can Hurt a Team's Creativity." *Harvard Business Review* (December):28.
- Leonardi, Paul M. 2011b. "Innovation Blindness: Culture, Frames, and Cross-Boundary Problem Construction in the Development of New Technology Concepts." *Organization Science* 22(2):347–369.
- Loh, Stefanie , & Jackie Varriano . 2020 (March 12). Updated March 26, 2020. "Amid Coronavirus Outbreak, Seattle's Canlis Halts Dining Room Service to Start Drive-Thru and Delivery Services." *Seattle Times*. [www.seattletimes.com/life/food-drink/seattles-canlis-to-temporarily-half-dining-room-service-amid-coronavirus-outbreak/](http://www.seattletimes.com/life/food-drink/seattles-canlis-to-temporarily-half-dining-room-service-amid-coronavirus-outbreak/), accessed June 2023.
- Meacham, Jack A. 1990. "The Loss of Wisdom." In *Metaphors of Mind: Conceptions of the Nature of Intelligence*. Edited by Robert J. Sternberg . Cambridge, U.K: Cambridge University Press, pp. 181–211.
- Peirce, Charles Sanders . 1878. "Illustrations of the Logic of Science: How to Make Our Ideas Clear." *Popular Science Monthly* 1&2(January).
- Peirce, Charles Sanders . 1955. "What Pragmatism Is." In *Philosophical Writings of Peirce*. Edited by J. Buchler . New York: Dover Publications, pp. 266–267.
- Reay, T. , Karen Golden-Biddle , & K. Germann , 2006. "Legitimizing a New Role: Small Wins and Microprocesses of Change." *Academy of Management Journal* 49(5):977–998.
- Rothman, Naomi B. , Brianna B. Caza , Shimul Melwani , & Kate Walsh . 2021 (September 14). "Embracing the Power of Ambivalence." *Harvard Business Review*. <https://hbr.org/2021/09/embracing-the-power-of-ambivalence>, accessed June 2023.



Smith, Lilly . 2020 (March 16). "This Seattle Restaurant Is Redesigning Its Entire Business Model in Response to the Coronavirus." Fast Company. [www.fastcompany.com/90477161/this-seattle-restaurant-is-redesigning-its-entire-business-model-in-response-to-coronavirus](https://www.fastcompany.com/90477161/this-seattle-restaurant-is-redesigning-its-entire-business-model-in-response-to-coronavirus), accessed June 2023.

Sutton, Robert I. 2010 (July 15). "A Great Boss Is Confident, But Not Really Sure." Harvard Business Review. <https://hbr.org/2010/07/confident-but-not-really-sure>, accessed June 2023.

Walsh, Kate , with Mark & Brian Canlis . "Reframing and Innovating Through the Pandemic: The Story of the Canlis Brothers." Cornell University. Interview. <https://ecornell.cornell.edu/keynotes/view/K020221/>, accessed June 2023.

Walters, Daniel J. , P.M. Fernbach , Craig R. Fox , & S.A. Sloman . 2017. "Known Unknowns: A Critical Determinant of Confidence and Calibration." *Management Science* 63(12):4298–4307.

Weick, Karl E. 2002. "Puzzles in Organizational Learning: An Exercise in Disciplined Imagination." *British Journal of Management* 13:S7–S15.

Zak, Paul J. 2017. "The Neuroscience of Trust." Harvard Business Review (January–February): 85–90.

## Launching New Ways

Bort, Julie . 2014 (July 15). "Satya Nadella: This Is How I Am Really Going to Change Microsoft's Culture." Business Insider. <https://finance.yahoo.com/news/satya-nadella-im-really-going-114355241.html>

Cohan, Alexi . 2023 (March 2). "This Boston Doctor Has Cared for the Homeless for 40 Years. Here's What He Has Learned." WGBH. [www.wgbh.org/news/local-news/2023/03/02/this-boston-doctor-has-cared-for-the-homeless-for-40-years-heres-what-hes-learned](http://www.wgbh.org/news/local-news/2023/03/02/this-boston-doctor-has-cared-for-the-homeless-for-40-years-heres-what-hes-learned), accessed June 2023.

Drew, Trafton , Melissa L.H. Võ , & Jeremy M. Wolfe . 2013. "The Invisible Gorilla Strikes Again: Sustained Inattentive Blindness in Expert Observers." *Psychological Science* 24(9):1848–1853.

Horowitz, Alexandra . 2013. *On Looking: A Walker's Guide to the Art of Observation*. New York: Scribner.

Lamott, Anne . 1995. *Bird by Bird: Some Instructions on Writing and Life*. New York: Anchor Books.

London, Simon . 2018. "Microsoft's Next Act: CEO Satya Nadella Talks About Innovation, Disruption and Organizational Change." McKinsey Quarterly. [www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/microsofts-next-act](http://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/microsofts-next-act), accessed June 2023.

Miller, Danny . 1992. *The Icarus Paradox: How Exceptional Companies Bring About Their Own Downfall*. New York: HarperCollins.

Moran, Barbara . 2016. "Street Doctor: How MED's Jim O'Connell Learned to Shelve His Stethoscope and Listen." *Bostonia*. Winter/Spring. [www.bu.edu/bostonia/winter-spring16/jim-oconnell-boston-health-care-for-the-homeless-program/](http://www.bu.edu/bostonia/winter-spring16/jim-oconnell-boston-health-care-for-the-homeless-program/), accessed June 2023.

Neisloss, Liz . 2023 (March). "Dr. Jim O'Connell on Nearly Four Decades of Helping Boston's Unhoused." WGBH Greater Boston News. Video. [www.youtube.com/watch?v=6amdiXRxEok](https://www.youtube.com/watch?v=6amdiXRxEok), accessed June 2023.

O'Connell, James J. 2004. "Dedication to Barbara M. McInnis." In *The HealthCare of Homeless Persons: A Manual of Communicable Diseases and Common Problems in Shelters & on the Streets*. Edited James J. O'Connell . Boston, MA: The Boston Health Care for the Homeless Program Institute Press, pp. XIII–XIV.

O'Connell, James J. 2015. *Stories from the Shadows: Reflections of a Street Doctor*. USA: Boston Healthcare for the Homeless Program Press.

Ruder, Debra Bradley . 2016. "Street Doctor: For Three Decades, James O'Connell Has Cared for the Homeless." Harvard Magazine. [www.harvardmagazine.com/2016/01/street-doctor](http://www.harvardmagazine.com/2016/01/street-doctor), accessed June 2023.

Simons, Daniel J. , & Christopher F. Chabris . 1999. "Gorillas in Our Midst: Sustained Inattention Blindness for Dynamic Events." *Perception* 28:1059–1074.

Wolf, Gary . 1996 (February 1). "Steve Jobs: The Next Insanely Great Thing." *Wired*. [www.wired.com/1996/02/jobs-2/](http://www.wired.com/1996/02/jobs-2/), accessed June 2023.

Young, James Webb . 2003. *A Technique for Producing Ideas*. USA: McGraw-Hill.

## Building Capacity for Discovery

Al Jazeera English . "Lifelines—How to Slay a Dragon." YouTube. Video. [www.youtube.com/watch?v=znRQvTCJvy0](http://www.youtube.com/watch?v=znRQvTCJvy0), accessed June 2023.

Awofeso, Niji . 2013. "Towards Global Guinea Worm Eradication in 2015: The Experience of South Sudan." *International Journal of Infectious Diseases* 17:e577–e582.

Basu, Moni . 2016 (May 6). "Donald Hopkins Helped Kill Smallpox and Is Close to Slaying the Fiery Serpent." *CNN Health*. [www.cnn.com/2016/05/06/health/man-who-kills-disease/index.html](http://www.cnn.com/2016/05/06/health/man-who-kills-disease/index.html), accessed June 2023.

Carmeli, Abraham , Jane E. Dutton , & Ashley E. Hardin . 2015. "Respect as an Engine for New Ideas: Linking Respectful Engagement, Relational Information Processing and Creativity Among Employees and Teams." *Human Relations* 68(6):1021–1047.

Carter Center . "Guinea Worm: Countdown to Zero Timeline." [www.cartercenter.org/resources/gallery/images/highres/guineaworm\\_timeline.pdf](http://www.cartercenter.org/resources/gallery/images/highres/guineaworm_timeline.pdf), accessed June 2022.

Carter Center . 2016 (April 4). "Q&A on the Historic Guinea Worm Eradication Campaign with Dr. Donald Hopkins and Dr. Ernesto Ruiz-Tiben." [www.cartercenter.org/news/documents/doc2224.html](http://www.cartercenter.org/news/documents/doc2224.html), accessed June 2023.

Carter Center . 2018 (March). "South Sudan Stops Transmission of Guinea Worm Disease." [www.cartercenter.org/news/pr/guinea-worm-032118.html](http://www.cartercenter.org/news/pr/guinea-worm-032118.html), accessed June 2023.

Drexler, Madeline . 2018. "Fierce Optimism." *Harvard Public Health*. Winter. [www.hsph.harvard.edu/magazine/magazine\\_article/fierce-optimism/](http://www.hsph.harvard.edu/magazine/magazine_article/fierce-optimism/), accessed June 2023.

Ghebreyesus, Dr. T.A. , & Jason Carter . 2022. "This Is How We Finish Off Guinea Worm." <https://www.globalcause.co.uk/malaria/malaria-and-ntds/this-is-how-we-finish-off-guinea-worm/>, accessed June 2023.

Grant, Adam . 2021. *Think Again: The Power of Knowing What You Don't Know*. New York: Viking.

Green, Lawrence W. , Andrea Carlson Gielen , Judith M. Ottoson , Darleen V. Peterson , & Marshall W. Kreuter . 2022. *Health Program Planning, Implementation and Evaluation: Creating Behavioral, Environmental and Policy Change*. Baltimore: Johns Hopkins University Press.

Hopkins, Donald R. , & Ernesto Ruiz-Tiben . 1991. "Strategies for Dracunculiasis Eradication." *Bulletin of the World Health Organization* 69(5):533–540.

Hopkins, Donald R. , Ernesto Ruiz-Tiben , Mark L. Eberhard , Adam Weiss, P. Craig Withers, Jr. , Sharon L. Roy , & Dean G. Sienko . 2018. "Dracunculiasis Eradication: Are We There Yet?" *The American Journal of Tropical Medicine and Hygiene* 99(2):388–395. McNeil, Donald G. 2014 (October 23). "Inching Toward Eradication." *New York Times*. [www.nytimes.com/2014/10/26/arts/artsspecial/jimmy-carters-fight-against-the-guinea-worm.html](http://www.nytimes.com/2014/10/26/arts/artsspecial/jimmy-carters-fight-against-the-guinea-worm.html), accessed June 2023.

Quick, Kathryn S. , & Martha S. Feldman . 2011. "Distinguishing Participation and Inclusion." *Journal of Planning Education and Research* 31(3):272–290.

Ruiz-Tiben, Dr. Ernesto . June 3, 2023. Email correspondence.

Ruiz-Tiben, Dr. Ernesto . June 6, 2023. Phone conversation.

VOA News . 2009 (November). "Simple Way to Prevent Guinea Worm Disease." [www.voanews.com/a/a-13-2009-04-06-voa21-68731222/409863.html](http://www.voanews.com/a/a-13-2009-04-06-voa21-68731222/409863.html), accessed June 2023.

Watts, Susan J. 1987. "Dracunculiasis in Africa in 1986: Its Geographic Extent, Incidence and at-Risk Population." *American Journal of Tropical Medicine and Hygiene* 37(1):119–125.

World Health Organization . 1991. Guidelines for Health Education and Community Mobilization in Dracunculiasis Eradication Programs. World Health Organization Collaborating Center for Research, Training and Eradication of Dracunculiasis. Centers for Disease Control and Prevention. <https://www.who.int/publications/i/item/guidelines-for-health-education-and-community-mobilization-in-dracunculiasis-eradication-programs>, accessed June 2023.

Worline, Monica C. , & Jane E. Dutton . 2017. *Awakening Compassion at Work*. Oakland, CA: Berrett-Koehler Publishers.

## **Amplifying Discovery**

Golden-Biddle, Karen A. 2020. "Discovery as Abductive Mechanism for Reorienting Habits within Organizational Change." *Academy of Management Journal* 63(6):1951–1975.

## **Discovery's Impact on Change Management**

Follett, Mary Parker . 2013 (1951). *Creative Experience*. Mansfield Centre, CT: Martino Publishing.

Golden-Biddle, Karen A. 2020. "Discovery as Abductive Mechanism for Reorienting Habits within Organizational Change." *Academy of Management Journal* 63(6):1951–1975.