Kotter wrote that with the right structure, training, systems, and supervisors on a well communicated vision some companies are tapping their employees for improving organizational performance. He refers to this action as empowering people to effect change. He argues that the vision must be accepted by the employees with complete by-in; it must be a shared vision.
To empower people, a system must align internal structures with the vision. In my organization the Navy implemented a new performance appraisal system for supervisors and above, but did not change the vision. After realizing that the evaluation system was an obstacle to the vision, we abandon the system and went back to a system that aids the vision. Internal structures can block needed actions by managers. Proper formal training by managers and subordinates also helps to empower people. There is no greater feeling than to have the skills to accomplish a task than when one has the necessary skills and abilities. Supervisors who refuse to train their subordinates or down play the vision by their behavior disempowers people.
A system has to have a way to accurately measure change progress. At one time, I was losing supervisors and leads after about six to ten months. I wasn’t upset with my charges but more so with my peers for stealing my people. I went to my Commander complaining loudly, when he said in a quiet voice, “our unspoken military mission is to train leaders”. While my little part of the enterprise can use cost savings, statistics, and customer surveys to show improvements in Program changes, I am more attuned to look at personnel development. It hurts, but to watch personal growth in an individual is something I wish to have as a legacy. The Navy is great at changing behaviors for change, but to change culture, a system has to sell the change and link it with personal gratification. A system can only change culture one person at a time; this is the foundation of disciplined action.
After much reflection on what a system needs to do to reduce barriers to change, to create measures that will accurately measure progress, to empower employees, and to change the skills, behavior, and culture to support the desired change, I believe that an organization needs to adopt a Hedgehog Concept. Once an organization finds what it is best at, then every decision should be guided by this belief. A system founded in this concept will accomplish all the objectives above.

Collins, J. (2001). Good to Great. New York: HarperCollins.
Kotter, J. P. (1996). Leading Change. Boston: Harvard Business School Press.