

Event Record

Summary

Event ID: 6811
Client System: CH-P&R
Event Name: 03-CHPR - Facilitation Team Meeting
Event Description: 07.0 - Team Formation & Culture Development
Priority: 3 - Routine
Opened: 12/16/2008
Event Date(s): 12/17/2008 through 12/17/2008
Time: 2:00:00 PM until 4:00:00 PM
Hours: 2.
Hours from notes: 0
Location: Client Organization
Closed? False

Financials

Invoice Amount: \$0.00
Reimbursable Expense(s): \$0.00
Non-reimbursable Expense(s): \$0.00

Team

Lead: Lacroix, Joseph
Anchor: Lacroix, Elizabeth
In-Room Support/POC: N/A
Team Sponsor: N/A

Attendance

Expected Attendance: 15
Invited: 0
Actual Attendance: 0

LMS Information

LMS Information - MUST DO: (No Data)
LMS Information - PROTECTED: (No Data)
LMS Information - PUBLISHABLE RESULTS: (No Data)

Printing, Publications, and Logistics

PRE/POST Requirements:

Logistics:

A - Normal Event Package - 01 to 09

Models Used: (No Data)

Handouts Used: (No Data)

Film Used: (No Data)

Photography/Recording Completed: 12/16/2008

Tech Manuals Used: None

Event Plan

Data Foundation

Survey: PRT

1. I see the LMS of my Office/Workplace as effective.

MEAN: 6., MODE: 7

11. Written guidance is available to assist me in doing my job.

MEAN: 5., MODE: 9

3. Employee satisfaction is taken seriously by LMS.

MEAN: 6., MODE: 7

4. Accurate information is distributed in a timely manner.

MEAN: 6., MODE: 7

5. Decisions are consistent within our Department/Workplace.

MEAN: 5., MODE: 6

Event Lineage

Parent Event(s):

EventID: 6714 CHPR-RGB Strategic Realignment 9/9/2008 - 7/31/2009

Concurrent Event(s):

EventID: 6745 02-CHPR - Data Collection Team - 1 10/28/2008 - 10/28/2008

EventID: 6755 01-6-CHPR - RGB Workshop & Orientation Makeup - 6 10/29/2008 - 10/29/2008

EventID: 6743 01-4-CHPR - RGB Workshop & Orientation - 4 10/23/2008 - 10/23/2008

EventID: 6744 01-5-CHPR - RGB Workshop & Orientation - 5 10/23/2008 - 10/23/2008

EventID: 6733 01-2-CHPR - RGB Workshop & Orientation - 2 10/21/2008 - 10/21/2008

EventID: 6734 01-3-CHPR - RGB Workshop & Orientation - 3 10/21/2008 - 10/21/2008

EventID: 6732 01-1-CHPR - RGB Workshop & Orientation - 1 10/20/2008 - 10/20/2008

EventID: 6747 01-CHPR - Earlyon Decision Meeting w/L-Team 10/9/2008 - 10/9/2008

EventID: 6715 01-CHPR - CW Server Installation & Orientation 10/7/2008 - 10/7/2008

EventID: 6746 01 - Tagup 10/30/2008 - 10/30/2008

EventID: 6795 03-CHPR - Beliefs Set 12/22/2008 - 12/22/2008

EventID: 6794 03-CHPR - Leadership Team - TAG UP 12/9/2008 - 12/9/2008
EventID: 6807 03-CHPR - Survey Distribution, Entry & Validation 12/8/2008 -
12/23/2008
EventID: 6796 03-CHPR - LMS Problem Solving Teams Start 1/5/2009 - 1/16/2009
EventID: 6766 02-CHPR - LMS Transition Workshop 11/19/2008 - 11/19/2008
EventID: 6764 02-CHPR - Data Collection Team - 3 11/18/2008 - 11/18/2008
EventID: 6763 02-CHPR - Data Collection Team - 2 11/13/2008 - 11/13/2008

Needed Event(s):

(No Data)

Design Information

Design/Agenda - OMR: DRAFT

OUTCOMES:

- Strike clarity around LMS Teams.
- Shuffle and assign specific teams.
- Clarify Record Keeping Responsibilities.

METHODS/AGENDA:

- Checkin and Introductions
- Setup - Update from Leadership Team Decisions
- Calendaring Process
- Top 5 Issue Review
- Expanded OMR3 -
 - Methods...
 - Priorities based on Intensity - Invasiveness - Magnitude, Ownership
 - Timeline - Schedule - (Develop, Implement, Measure, Evaluate -

DIME)

- Participants
- Metrics
- Written Recommendations (ID-OMR)
- Operationalize, Metrics, and Realign
- Review Potential Time table - December through April'ish
- Exercise for Facilitators:
 - Determine Leads for each of the five issues
 - Determine Anchors for all five teams - Think RGB!
 - Finalize Team Membership
 - Review RGB Profiles
 - Heavy or Entirely Supervisors
 - Review and Nominate potential Sponsors from Leadership Team
 - Explore Chartering Guidance
- Volunteers (3) for December 22nd - Beliefs Set

RESOURCES:

- Facilitators
- QWLC Team
- Bob and 3 to 5 City Facilitators
- Sponsors (Leadership Team minus Jim Wilson)
- Chart originals from LMS Workshop
- See all related Event Records

Design/Agenda - Clinic - Went Well: (No Data)

Design/Agenda - Clinic - Needs Improvement: (No Data)

Transcribed Charts

(No Data)

Participant Comments:

Participant Comments Score: 0

Technology Suggestions:

Best Practice Documentation: _____

Leadership Effectiveness - PRT Item 1

Ref: Results-Based Leadership, By: Dave Ulrich, Jack Zenger, Norm Smallwood; Harvard Business School Press. Copyright 1999

Quote:

Without a results focus, calibration of leadership becomes extremely difficult. Measuring results helps organizations in many ways, from tracking leaders' individual growth, to comparing leadership effectiveness in similar roles, to clarifying the leader selection processes, to structuring leadership development programs. Using results as the standard filters who should enter an organization and how they should be trained. Ultimately, a results focus should help every leader turn attributes into outcomes.

Perspective:

Think of the leadership function as resting with anyone, especially those with specific authority over others. When effectiveness is measured by specific expected results in the view of both internal and external customers the growth is possible. All concerned must participate in the development of expectations and the measurement of results in relation to those expectations. This kind of collaborative effort raises the ownership among everyone in the "circle."

Action:

Develop a means by which leadership can clarify expectations and measure the results of the leadership exercised. Make sure the process is always open to revision as learning occurs.

Written Guidance - PRT - Item 11

Ref: MIND of a MANAGER SOUL of a LEADER, BY Craig R. Hickman, John Wiley & Sons, Inc. - Copyright 1990,1992

Quote:

Culture building, to a manager, translates into consistency. Consistency breeds predictability and hence trust among employees. It provides the steady drum beat to which any great corporation marches year after year. The leader, less keen on predictability, sees commitment

as the real music to which the corporate culture dances. Commitment provides the central theme that builds trust among employees.

Perspective:

These two perspectives, the manager versus the leader, appear to be opposing, but they are not mutually exclusive. Consistency would be highly desirable when the rationale for it serves the outcomes in different parts of the organization. By the same token, consistency for its own sake rarely passes the test of common sense imposed by the workforce. In such cases, the workforce may be justifiably able to question the credibility of those in authority.

Action:

When consistency is in question, collect credible "users" of the products or services in question and ask them to consider the implications and make recommendations that would optimize consistent guidance when necessary and encourage variable solutions when that makes sense.

Employee Satisfaction - PRT Item 3

Ref: Reengineering Management, By James Champy, Harper Business, Copyright 1995.

Quote:

Although no employee in her right mind would disagree with the definition the authors adopt--"the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing them with such rewards, job security, and growth opportunities"--it nonetheless rings with paternalism. Of course everyone wants security, equitable rewards, and growth opportunities, but whose responsibility is it to provide these things? Lau and May's definition implies that it is the employer's. The original QWL movement said it should be everybody's.

Perspective:

Employee satisfaction is a product of many things, not all of which are under the control of employers. It is reasonable to ask employees directly what is at the root of their satisfaction. It is rarely 100% effective to rely on statistics from other organizations to make these critical decisions. Find out!

Action:

Begin the process by asking everyone what contributes to satisfaction so that specific actions can be taken. Not just action for the whole organization, but actions that can be taken individual by individual. If the job of raising employee satisfaction were easy, it would have already been done. It is not easy.

Accurate information distribution - PRT Item 4

Ref: Age of Participation, The; By Patricia McLagan & Christo Nel, Berrett-Koehler Publishers, c. 1995

Quote:

Access to information and the ability to use it to influence decisions are the ultimate determinants of power. Whoever has information has power. Those who do not have information are disempowered. Without it, leaders cannot be accountable, structures become hopelessly bureaucratic, and relationships turn brittle with suspicion. Authoritarian institutions restrict access to information. Participative institutions expand it. No organization can become truly participative unless it restructures and rechannels information so that everyone has what he or she needs for empowered performance.

Perspective:

The flow of information is broken in most organizations. The greater break, is often the ability of front-line workers to get information into the decision-making process effectively. That's flowing information to people up the organization chart instead of down it. The lack of credible information from the front-line often leaves the top decision-makers isolated and nearly forced to make decision based on partial or inaccurate information. The entire process of upward flow is of greater danger than the typical "information out" symptoms people normally complain about.

Action:

Track the flow of information "up the chain" on at least five significant items to determine what happens to it. Pay particular attention to any confirmation that might go back to the original source. Think about and adopt a process wherein positive "up the chart" information flow is rewarded or recognized in a positive way.

Consistent Decisions - PRT Item 5

Ref: END OF BUREAUCRACY & THE RISE OF THE INTELLIGENT ORGANIZATION, THE, by Gifford & Elizabeth Pinchot, Berrett-Koehler Publishers, copyright 1993.

Quote:

Societies with deep respect for truth, widespread information sharing, and education outperform societies that ignore truth, keep facts hidden, and educate only the elite.

Perspective:

Granted, not all organizations hold their values to as high a standard as those one described here. Yet there is thread of similarity between the "openness" with which society treats information and the way an organization shares information between those who not only need it but want it. The more "openly" an organization treats information, the greater its likelihood for higher performance.

Action:

If you are a supervisor, ask the question of your subordinates often, "What would you like to know about our organization?" Be patient. People will not ask a lot of questions at first.

If you are not a manager or a supervisor, ask questions that satisfy your "want" to know. Judge your organization's integrity by the level and consistency of answers you get to requests for information.

Closed: (No Data)

Notes

Date: 12/15/2008 1:56:47 PM

Name: Lacroix, Joseph

Note: Establish Files

Date: 12/16/2008 5:43:22 PM

Name: Lacroix, Joseph

Note:

A. Call a meeting of the Facilitation Team to add definition to the tentative LMS Team initiatives listed below.

B. Recommend potential thinning/restructuring and Chartering the following LMS Teams to work on measurable METHODS to achieve improved results:

Team C - Item 1 Re: LMS effectiveness -

Facilitator: Tina

Members: Cindy, Ray, Lynn, Bethany, Cynthia, Donn, Darcy, Sam, Brian

Team D - Item 3 Re: Employee Satisfaction taken seriously -

Facilitator: Marie St. Clair

Members: Cynara Manley, Synethia Fate, Willie Powell, Martin Miller, Jim Seward, Nicole Dennis, Art Mertz, Patrina George, Chris Brinch

Team E - Item 4 Re: Accurate and timely information -

Facilitation Team: Katie Finger and Erin McMahan

Members: Mike, Beverly, Stephanie, Chuck, Susan, Matt, Tammy, Cyndi, Chris, Patty, Michelle, Liz

Team B - Item 5 Re: Consistent Decisions

Facilitation Team: Andre Manning, Jan Burgess

Members: Dan Harper, Steve Hobson, LaVon Marrow, Elke Mitchell, Yusuf El-Amin, Beth Haines, Linda Craig, Art Thatcher, Ryan Smith, Cynthia Harris

Team A - Item 11 Re: Written Guidance to do my job.

Facilitator: Anna Famuliner

Members: Winnie, Pam, Peggy Lewis, Pat Smith, Pattie Bye, Navador II, Randall, String, Joe E., Doug Monden, Mack Baker