

# *CapacityWare* System Implementation Roles

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## **A. *Quality of WorkLife Consultants.***

*Quality of WorkLife Consultants* is a classical organization development and information technology company specializing in measuring and developing an organization's cultural capacity.

### **1. Client Lead.**

**a. Role Description.** The Client Lead is primarily responsible for interacting with the Sponsor Champion and Client Champion. This role includes all aspects of keeping these key decision-makers informed of the status of the change effort and insuring their satisfaction with progress. The Client Lead may not be qualified to lead complex interventions. The Client Lead and Intervention Lead are often the same person.

**b. Skill Summary.** The Client Lead is well suited to organization development activities yet may not be a day-to-day practitioner. The Client Lead is familiar with the capabilities of *CapacityWare* and is able to navigate the main menu structure but is not expected to know applications details.

### **2. Intervention Team Lead.**

**a. Role Description.** The Intervention Team Lead is the final on-site intervention authority. He or she will have final decision-making authority over event design, design implementation, and on-site implementation modifications as necessary to meet or exceed client outcomes. The Intervention Team Lead is also responsible for developing Technology to improve continuously intervention effectiveness.

**b. Skill Summary.** The Intervention Team Lead is fully knowledgeable of *CapacityWare* capabilities and uses the system to design strategies and document progress. He or she is also full certified for the type of interventions engaged and is fully knowledgeable of the Technology used during those interventions. Under normal conditions, the Intervention Team Lead dominates the group presentation/facilitation environment.

### **3. Team Anchor.**

**a. Role Description.** As the principal "recorder" for the group, the Team Anchor also serves as the Technology track coordinator by assembling and managing the literature inherent in intervention events. In addition, the Team Anchor transcribes and distributes charts following the intervention event and tends to event record keeping.

**b. Skill Summary.** The Team Anchor understands the Technology to be used with each type of intervention event, and is thoroughly familiar with *CapacityWare* capabilities relative to strategy formulation and event processing. The Team Anchor has an added role to be the primary manual file custodian for the intervention team.

#### 4. Team Support.

**a. Role Description.** Team Support activities include but are not limited to intervention events. Although there is a responsibility to respond to Team needs, the Client Lead may also have requirements that demand attention from the Team Support person. In addition, the Support person will interact with in-client Coordinators and Facilitation Teams to assure continuity between internal and external activities.

**b. Skill Summary.** The primary skills are administrative in nature in support of all client involvement. *CapacityWare* support often includes data entry, and the production of various output reports required by the intervention team, the Client Lead, and members of the client organization. The Support person also manages schedules, and manages the variety of resources needed in the event production situation.

#### 5. *QWLC CapacityWare* Administrator.

**a. Role Description.** The *QWLC CapacityWare* Administrator is the “hub” of information flow about the system and its capabilities at *QWLC* and for *CapacityWare* Administrators and their Assistants within all client organizations. This individual is the primary conduit between users needs and programmers who make those needs come to life. The *QWLC CapacityWare* Administrator is the source for all activation keys, and funding flow between clients and *QWLC* for "counter" renewal.

**b. Skill Summary.** The *QWLC CapacityWare* Administrator knows everything about the full functionality of *CapacityWare* and is able to explain that functionality to users under the most adverse conditions.

## B. Change Architects.

The architects of change are the most senior people in any organization. The top executive suites, or even members of the Board, make up this group. Specialists that include, but may not be limited to, the internal organization developer and Sponsor CapacityWare Administrator often augment the top leadership.

### 1. Sponsor Champion.

**a. Role Description.** The Sponsor Champion is the highest executive authority in the organization. This individual must sanction the involvement of the external consulting team and support a long-term commitment to change the organization's culture. Although not normally a visible figure, the Sponsor Champion will include supportive statements in corporate materials and carefully watch return-on-investment calculations to be certain that financial commitments are in line with expected returns.

**b. Skill Summary.** The Sponsor Champion has been exposed to organization development methodologies, even if not by that topic/name through a variety of leadership and top management learning events. Many, however, may not be aware of the organization development domain specifically or aware that cultural capacity development is part of that domain. Exposure will be through the leadership discipline mostly. There is no required depth for senior leadership to interact with *CapacityWare* as a End User. Most interactions will likely be through hard-copy documentation provided by the Organization Developer or Sponsor *CapacityWare* Administrator.

### 2. Sponsor Team.

**a. Role Description.** The Sponsor Team normally consists of the direct reports to the Sponsor. This Team must be aware of the project and supportive of it as they interact with those across the line-of-authority in the organization. When possible, they ought to be able to make connections between the project and other on-going organizational programs that might optimize results.

**b. Skill Summary.** Some members of the Sponsor Team are more likely than others, to be aware of organization development methodologies. Familiarity with *CapacityWare* need not be direct, as this group will probably rely on *QWLC* or on the internal Organization Developer for assistance. Positive reinforcement of progress toward organizational goals ought to be common at this level rather than mechanics of how to use the system. There may be those on the Sponsor Team who desire to have Desktop familiarity with the system.

### 3. Organization Developer.

**a. Role Description.** The internal Organization Developer is normally either a direct report to the Sponsor Champion or is in a special position of influence with the Sponsor.

The internal Organization Developer fully coordinates organization development efforts across the organization channeling emphasis and resources to those with the highest priority needs. The internal Organization Developer has responsibility for primary overall interaction with the *QWLC* Team, and with Coordinators across the organization.

**b. Skill Summary.** The internal Organization Developer is an accomplished practitioner, although exposure specifically to *QWLC*'s Technology may be limited at first. Exposure to other related technologies will likely have been significant, however. *CapacityWare* familiarity will begin with fundamental uses and expand quickly to complex problem identification and solution-strategy development. Skills at using *CapacityWare* will not be arms-length. The Organization Developer will be fully conversant on the system, although may require some assistance on rarely used features. In all likelihood, this individual will be of great assistance in proposing new features to meet the demands of the client organization based on known vision.

**c. Tasks:**

1. Helps determine organization development priorities.
2. Helps the functioning of the Facilitation Team with priorities.
3. Provides the link between management and teams as requested.
4. Provides the link between *QWLC* and Teams when required.

**4. Sponsor *CapacityWare* Administrator.**

**a. Role Description.** The Sponsor *CapacityWare* Administrator has unparalleled access to information across the entire client spectrum. Although there must be an unquestionable loyalty to anonymous information, there must also be a balance with the kind of information the Sponsor may need to make informed decisions about the capacity of the organization. The Sponsor *CapacityWare* Administrator and the internal Organization Developer share a special relationship. The Sponsor *CapacityWare* Administrator is a critical conduit of information, linked for this purpose with the *QWLC CapacityWare* Administrator.

**b. Skill Summary.** The Sponsor *CapacityWare* Administrator is the most knowledgeable in-client resource on the mechanics of *CapacityWare*. If assistants are identified below the Sponsor level in the organization (large complex organizations are likely to have trained assistants throughout the organization) then the Sponsor *CapacityWare* Administrator would be an immediate "how to..." resource. This individual would work directly with the *QWLC CapacityWare* Administrator in resolving system issues that arise.

## C. Change Agents.

Within the client organization, change activities are more intense. At this level, change agents are apt to be involved in aggressively shifting the organization's culture on a daily or certainly weekly basis. Change Agents have committed to activities that will bring about a positive change for their organizations in some way.

### 1. Client Champion.

**a. Role Description.** The Client Champion is in an active role to make things happen in the organization. He or she can make implementation decisions that slow down the change effort, or accelerate it. They must be visible in the change effort so that followers can determine if they are just "talking the talk," or if they are struggling with "walking the talk" along with them. The Client Lead and the Intervention Team Lead are responsive to the Client Champion as intervention event designs are developed and implemented.

**b. Skill Summary.** The Client Champion would have a "hands on" mastery of organization development methodologies and a desktop familiarity with *CapacityWare*. The system would be used on a regular basis to identify potential problems and query for possible solutions. Tracking results in specific areas of interest would be routinely accomplished by the Client Champion.

### 2. Executive Team.

**a. Role Description.** The Executive Team is comprised of those individuals who are direct reports to the Client Champion. The vigorous implementation tempo engaged by this team will have a direct bearing on the success of the change effort - perhaps even a greater impact than the Client Champion. The Executive Team normally determines who gets advanced in the organization structure and therefore holds the primary key to any change initiative.

**b. Skill Summary.** The Client Champion's direct reports would have a "hands on" mastery of organization development methodologies and a desktop familiarity with *CapacityWare*. The system would be used on a regular weekly basis to identify potential problems and query for possible solutions. Tracking results in specific areas of interest would be routinely accomplished at this level with both organizational input and locally initiated metrics as well that would normally include periodic 360° Feedback routines.

#### c. Tasks:

1. Take actions within your authority to implement changes that may be required consistent with the outcomes of the initiative as defined.

2. Monitor the progress of change and either be critical of recommendations or supportive of the recommendations as the "good of the organization" demands.

3. Act as a "Team Sponsor" when requested to the extent that your attention permits and within the rational eligibility for Sponsors is defined.

4. Read and act on project materials as they are distributed.

### **3. Tag Up Team (Selected Members of the LMS with Significant Oversight).**

**a. Role Definition.** Members of the tag Up Team are normally direct reports to the client as well as at least one elected member of the Facilitation Team selected to represent the Team interests to the top decision-making group. This membership may be augmented by a larger number of significant supervisors initially of at the beginning of Cycle-2 in order to bring decisions directly to a larger number of the workforce more quickly and with greater emphasis.

**b. Skill Summary.** Group is informed about current policy of the organization and in positions of authority that can "make things happen" once decisions are made to move forward on specific issues. Members are expected to be comfortable with their positions of influence with the client and able to speak their mind with candor as well as answer questions concerning whatever position they may take with respect to issued being discussed.

#### **c. Tasks:**

1. Act as the authorized implementers of priorities established by the Change Agent Sponsor/Client.

2. Engage in necessary experiential learning and doing exercises designed to understand and implement change required by the specified initiative.

3. Act as an official integrator of activities that compete for workforce attention.

4. Be a voice of reason when overarching organizational priorities complete with the priorities of the element represented.

### **4. Line-of-Authority (Leadership, Management, and Supervisory - LMS - Team).**

**a. Role Description.** Those who have legitimate authority in the organization, to approve or not approve, often set the front-line priorities that comprise most of the work to be done in the organization. By setting and enforcing these priorities, the line-of-authority group will either insure a successful change initiative or cripple it completely. The line-of-authority is clearly the most difficult role of all in the change effort and cannot be ignored. They are normally held directly accountable for short-term production, which is often not on par with long-term change performance.

**b. Skill Summary.** Individuals responsible for hiring, promoting, and assigning tasks to subordinates would use this system on a recurring basis as decisions mandated "smarter" solutions. Engaging Technology solutions at the front-line would also involve "e-Coaching" using CapacityWare to optimize the use of valuable human resources close to the customer and close to the real work of the organization.

**c. Tasks:**

1. Take actions within your authority to implement changes that may be required consistent with the outcomes of the initiative as defined.
2. Monitor the progress of change and either be critical of recommendations or supportive of the recommendations as the "good of the organization" demands.
3. Act as a "Team Sponsor" when requested to the extent that your attention permits and within the rational eligibility for Sponsors is defined.
4. Read and act on project materials as they are distributed.

**5. Sponsorship Team.**

**a. Role Description.** All Problem-solving Teams require a Team Sponsor to act as a "guide" for the team and as a helpful resource for the Facilitation Team, especially the Team Lead. Generally, the Team Sponsor helps the Team Lead facilitator formulate the Team Charter and approves the Charter to help provide clear guidance. The Sponsors attend the first and some meetings thereafter providing assistance when appropriate but not interfering with the flow of the facilitation unless absolutely necessary.

**b. Skills Summary.** The Sponsors will ideally have had a positive experience with self-guided facilitated teams and at minimum an orientation on this specific initiative that clarifies their involvement. Typically, Sponsors are direct reports of the Client but typically are not first line supervisors. They must have some insight into the parameters and preferences of the final approving authority to whom the Problem-solving Team will make recommendations.

**c. Selection Criteria.** The Sponsors are ideally selected to be in a Sponsorship pool (a group of readily available Sponsors - the Sponsorship Team) from which Team Leads will make a selection. Normally, it is best for the Sponsor to NOT be in the Facilitator Team chain-of-authority nor be a direct report of the Approving Authority.

**d. Tasks Assigned.** Although not necessarily limiting, the following tasks are likely to be assigned to the Problem-solving Team Sponsors:

**1. Research.** Before the first meeting, sponsors ought to review the research available on the topic/issue assigned to keep informed of potential trends. Much of the

research can be accessed through *CapacityWare*<sup>TM</sup> Software. Also, review the results of the Coaching Lab and Planning Session, paying particular attention to the issue before this Team.

**2. Team Charter.** Meet with the Facilitation Team Lead and/or Team Anchor to craft a "Team Charter". The Lead is responsible for the initial draft of this document. Sign off or recommend changes until you can sign off. This ought to be a negotiated document that sets the scope and parameters of the Team activities. Ask for a meeting with *QWLC* if additional clarity is wanted.

**3. Initial Team Meeting Introductions.** Attend the first half of the initial Team Meeting and introduce the Facilitation Team and Topic.

**4. Stress Importance.** Let everyone know the importance of this effort and of your availability, when needed; but that you intend not to interfere with their treatment of the issue before them.

**5. Expected Effort (Minimum and Maximum).** Let the Team know the general amount of their time and effort expected (Monthly minimum and maximum). Discuss this commitment with the supervisors of those assigned to the team so that the "chain-of-command knows what the organization commitment is and is not (leave plenty of wiggle room for unknown contingencies that will arise).

**6. Inform Direct Supervisors.** Encourage Team Members to keep their supervisors informed. Check with supervisors from time to time to determine if the initiative is progressing effectively. Resolve issues surfaced by the supervisor as to, for example, the level of time commitment expected.

**7. Relate Initial Planning Session Results.** Relate to the Team the results of the Coaching Lab and Planning Session priorities.

**8. Scope and Parameters.** Tell the Team that this was an initial effort and they need not be entirely bound by the initial effort except by general direction as indicated by the issue before them.

**9. Be Available and Visible at Subsequent Meetings.** Check in at the beginning of subsequent meetings but do not linger - just let the team know you are interested and supporting them.

**10. Meet Briefly with Facilitation Team.** Meet with the Facilitation Team as needed to get a sense of progress and to help find solutions to problems that impede progress.

**11. Be a "Practice" Decision-making Authority.** Play a role as if you were the decision-making authority as recommendations are formed and prior to their finalization. Help the Team make the best presentation possible.

**12. Schedule the Team Briefings.** When the Team is ready for the recommendations briefing, set the schedule and provide brief introductory remarks as a lead in.

**13. Extend Official Recognition(s).** When the recommendation have been accepted, meet one last time with the Team, thank them for their service, and answer any questions that might be posed.

**14. Be a Coach to Aid in Learning.** Help the Facilitation Team learn from the experience. What did they do well and what might they improve in their next effort.

**15. Spread the Word on Progress (and be sure there is progress).** If there is follow-on activity, help to bring the issue to closure. Take every opportunity to let the workforce know what happened and what might be the next steps.

**16. Insist on *CapacityWare*<sup>TM</sup> Event Record Maintenance.** Insist that the Facilitation Team keep the *CapacityWare*<sup>TM</sup> Software Event Record up to date and review the Record before and after each Team Meeting to keep yourself informed of current activity.

## **6. Coordinators.**

**a. Role Description.** Coordinators are distributed across significant organization boundaries in order to serve as a connection between those who are managing the change efforts and those who will be expected to implement intervention events. Coordinators are the primary conduits for information concerning change-oriented events deep into the organization structure and a first line for information distribution among Change Agents and the general population of the organization being served. Specific areas of influence may include, for example: Calendar/Scheduling, Facilities, Information Technology, Union Officials, Roles, Trainers, Internal Communications, etc..

**b. Skill Summary.** Coordinators responsibilities are very much in administrative support areas and may not require an understanding of the Technology used. They will have to be informed of the outcomes the project desires and continuously updated on events that may impact them or members of their organization. This may mean having a working knowledge of the event file as it pertains to scheduling and attendance.

### **c. Tasks - Calendar/Scheduling Coordinator.**

1. Schedule Facilities for meetings/events.
2. Inform invitees of meeting/event time, date, and place.
3. Assist/inform the Event Team Lead in final coordination efforts.
4. Arrange for refreshments when required.

5. Assure the facility is appropriately opened (time in advance).

**d. Tasks - Roles Coordinator.**

1. Facilitate the enrollment, enlistment, or drafting of individuals for assignment required of the initiative.
2. Conduct periodic training and orientation sessions for roles to be filled.
3. Periodically, check with those in roles and their supervisors to determine if expectations are being met and that irregularities are resolved in favor of the initiative or the organization.
4. Periodically, attend brief segments of meetings/events as an observer to determine if role training is effective for the actual meeting/event.
5. Recommend adjustments to roles and to the preparatory training.
6. Form and manage a Team to perform these functions.

**e. Tasks - Internal Communications Coordinator.**

1. Creates documentation (normally correspondence but may include simple articles). Correspondence may be individual in nature or group-specific.
2. Presents documentation to an official for signature (when required).
3. Makes official distribution of documentation and annotates required registers if appropriate. This may require the periodic distribution of registers as confirmation that documentation was created, finalized, and distributed.
4. Retrieves DRAFT passages from provided sources to use in final documentation.
5. Creates simple chronological or other summary documents as information updates.
6. Maintains a simple log of services provided as a means of tracking the time expended in this effort.
7. Maintains familiarity with *CapacityWare™ Software* as a potential source of information and potentially as a repository for documentation created and distributed.

## 7. Facilitators.

**a. Role Description.** Facilitators HELP the Client Champion with the change effort through a variety of tasks, not the least of which is by facilitating meetings. They also work behind the scenes in designing events, and helping people achieve the outcomes of the change effort consistent with their level of engagement. Facilitators may fill a Lead, Anchor, or Support role on a local team, or fill all three roles commensurate with prevailing conditions. As with all positions, a volunteer has preference to a draftee.

**b. Skill Summary.** Facilitators will attend several comprehensive training and orientation events to prepare them for their roles. This will involve an extensive understanding of *QWLC's* cultural capacity change methodologies as well as some mechanics on the use of *CapacityWare*<sup>TM</sup>. Facilitators will be required to provide input to the system and help others understand how to read and interpret output.

**c. Selection Criteria.** Candidates are expected to have a diversity-favorable RGB Score that will promote creative tension without being dysfunctional in any single color. It is desirable to have representatives on the Team that are from a diverse makeup with regard to gender, ethnicity, age, organizational element, career path, etc.. The following attributes are also favorable:

1. Has a positive "can do" attitude.
2. Communicates clearly and with sensitivity.
3. In empathetic.
4. Has credibility with and trust among peers and upper management.
5. Has strong "people skills".
6. Is willing to take risks for the organization - has a "tough" skin.
7. Thinks "out of the box" regularly - wide open to possibilities.
8. Absolutely respects confidentiality and anonymity as needed.
9. Can tolerate ambiguity with patience.
10. Is willing to let people go down the wrong path temporarily.
11. Has a reasonable degree of scheduling freedom.
12. Is a credible center-of-influence.

**d. Tasks:**

1. Facilitate routine meetings and/or events as assigned in accordance with the guidance provided by the Facilitation Teams Manual in line with the specific Facilitation Team performance role. Clinic all meetings and events with an eye toward continuously learning and improving.
2. Accept and perform ancillary facilitation duties as identified.
3. Use the *CapacityWare™ Software* to the level of performance specified for the initiative identified.
4. Select a Team Sponsor and coordinate all required and/or suggested activities with that Sponsor during the duration of the Team Activity.
5. Complete all examinations and practicum requirements for the level of facilitation certification to be maintained during the initiative.
6. Complete all required activities between meetings/events that will assist in achieving stated initiative outcomes.
7. Be the primary *CapacityWare™ Software* operator for LMS within your purview in the completion of desk-side briefings and orientations as well as Coaching Lab and Planning Sessions requirements as assigned or requested by legitimate authority.

**8. Implementation Action Officers (see also Attachment 1, page 21).**

**a. Role Description.** The primary rationale for assignment as a IAO is that the individual already serves in the capacity where the recommended action falls.

**b. Skill Summary.** Ideally, the individual meets the minimum criteria for the position under which the recommendation falls.

**c. Tasks:**

1. Oversees the official implementation of specific recommendations assigned (ideally the whole or part that falls within the general purview of the normally assigned duties and responsibilities).
2. Engages implementation team members (splinter groups of the initial Problem-solving Team) to take actions designed to bring recommendations to life and embed those approved recommendations into the organization culture and technology (written guidance/documentation).

3. Throughout the defined period, report on progress as implementation occurs and to report the implementation complete.

4. To recommend changes to recommendations prior to approval and implementation.

5. To recommend removal from the list of assigned action officers for the specific recommendations required.

## **9. Client *CapacityWare* Administrator Assistants.**

**a. Role Description.** Client *CapacityWare* Administrator Assistants help people within their domain with *CapacityWare* issues: system configuration, input, output, and documentation. They do not perform these functions, rather they assist others in understanding how to perform these functions and interpret results, when appropriate. They may also provide formal orientations for newly assigned system users.

**b. Skill Summary.** Assistants will be required to help members of the organization with direct input from time to time, and configure and interpret results when asked.

### **c. Tasks:**

1. Initiate CapacityWare™ Record keeping to the level specified.
2. Provide reports as requested.
3. Maintain the system.

## **10. Ad Hoc Teams and Team Members.**

**a. Role Description.** Grass roots membership is best maintained with a vast majority if not complete membership from among the non-LMS ranks. Include any suspected centers of influence, especially those with potentially negative perspectives.

**b. Skill Summary.** Skills allow the member to function well in the capacity for which selected.

### **c. Tasks - Universal Task List for all Teams.**

1. Attend all meetings.
2. Collect the thoughts of coworkers about the purpose of the Team.
3. Speak your mind without fear.

4. Always provide the facilitation team with feedback about their performance.

5. Always report to the supervisor with a clear and concise recap of Team deliberations and be prepared to speak at regular meeting about Team progress and results.

**c. Tasks - Data Collection Team Members.**

1. Recommend items for inclusion in data collection efforts.

2. During Cycle-1 start-up, migrate to Problem-solving Teams of interest in order to provide background information about Data Collection Team thoughts as items pertaining to low-scoring results were initially discussed.

3. Act as a conduit of information from the workforce to the Data Collection Team to assure grounded dialog.

**d. Tasks - Problem-solving Team Members.**

1. Fully participate in Team meetings/events with your own and potential coworker view of the conditions under discussion.

2. Remain steadfast in the outcomes outlined for the initiative and the Charter for this specific group.

3. Remain open to positive results being obtained. Difficult issues of long-standing duration will not be approved for implementation quickly and will normally not be implemented without delays and resistance.

3. Insist that the solution be complete, practical, and able to be implemented if recommendations are accepted/approved.

4. Help the facilitation team maintain order during meetings/events.

5. Compete between meeting/event tasks as required to meet progress deadlines.

**e. Tasks - Metric Team Members.**

1. Collect data on specific issues assigned and complete/submit the required forms.

2. Add clarity to the data submitted when and if asked to do so.

**f. Tasks - Implementation Oversight Teams (Problem-solving Splinter).**

1. Through first-hand observation, determine if the approved recommendations are being implemented as forecast.
2. Report your observations in a timely manner to the Implementation Action Officer to whom you are assigned.

**11. CapacityWare™ Software End Users.**

**a. Role Description.** End Users are of two varieties: those that provide input only, and those that provide input AND use the system output to assist them in making cultural capacity decisions. The role of End Users is limited to responding to specific data collection needs, and potentially, reviewing the input of others to determine the most effective courses of action.

**b. Skill Summary.** When available on the desktop, End Users will be required to input and extract reports to aid in the decision making process. When not on the desktop, End Users will be required to provide input via a variety of manual forms that others will input to the system. Attendance at a *CapacityWare™ Software* orientation is recommended.

**c. Tasks:**

1. Provide input as directed by specific instructions.
2. Create, print, and distribute reports to specific individuals.
3. Seek/access information available in the system for use in the management of people involved with the change initiative.

## D. General Organization Population.

In addition to those who are directly involved in the change process, there is the larger general population of the organization to be considered. If culture is to change, this larger group must be engaged. They are the repository for culture and must be engaged effectively in order to change that culture - and the corresponding capacity.

### 1. Active Participants.

**a. Role Description.** Among the general population are those who are actively and positively involved in the change effort. These individuals may have an assigned role described above, but it is more likely that they are participating on teams as a way of exercising their influence on decisions that will ultimately impact their work lives and their lives in general. They may also be Team Leaders or be actively engaged in supporting the efforts of one or more teams by providing or disseminating information.

**b. Skill Summary.** Active Participants have a fundamental understanding of the impact input to the *CapacityWare* system has, and an understanding of how to read and interpret results. Engagement of *QWLC*'s Technology may require that Active Participants modify their behavior and thinking patterns about the organization and how it can become increasingly successful.

### 2. Passive Participants.

**a. Role Description.** Passive participants may read literature, or attend events to obtain information about the project. They have an awareness of what the project is intended to accomplish, yet the passive participant is likely NOT to engage new behaviors or have a positive impact on shifting the organization's culture.

**b. Skill Summary.** None.

### 3. Resistive Participants.

**a. Role Description.** Participants who provide open resistance are often doing their organization a great service by allowing adjustments to be made to improve ultimate implementation of a new culture. When resistance is underground, however, it may well become destructive. Resistance is not therefore good or bad, but is expected in any cultural capacity change effort.

**b. Skill Summary.** None.

### 4. Non-participants.

**a. Role Description.** Non-participation is often more destructive than resistance. The non-participant is likely not to show up for important events, likely not to participate in surveys or inventories that would otherwise provide an accurate profile of the organization's

capabilities. Because the non-participant is an "unknown" entity, their impact at a critical juncture of the process may constitute a "surprise" that makes it discouraging and difficult to overcome.

**b. Skill Summary.** None.

## E. Outside Populations.

Outside populations consist of people that are outside the organization that continue to have an influence on it. They often supply the revenue that sustains operations, the expertise to identify and solve problems that may not be available from within the structure, and they provide the needed support for workers who add value to the organization through their work.

### 1. Customers.

**a. Role Description.** Customers exchange revenue for goods and services they need. Their role, among other things, is to provide an invaluable source of information about products and services needed now and in the future, that allow the agile organization the opportunity to expand its product and service base in exchange for enhanced revenue streams.

**b. Skill Summary.** There is a potential for the adoption and use of the RGB Technology at the customer level. Beyond that, customers may be asked to respond to a variety of short and focused data collection forms on a voluntary basis.

### 2. Vendors.

**a. Role Description.** Vendors are partners with the organization in providing the best possible "deliverables" for fair prices, within a responsive timeframe. Vendors ought to be aligned with the organization's they serve and responsive to their needs.

**b. Skill Summary.** Vendors may be involved with a wide range of *QWLC* Technology that includes RGB and UHS applications. All involvement would be to assist the organization with developing synergy directed at the organizations Purpose, Missions, and Vision through the adoption and practice of Value Decision-making.

### 3. Family Members.

**a. Role Description.** A worker's family is often key to that individual's success. If long hours and stressful work are the norm, an employer can expect resistance from home to surface at work. To the contrary, organizations that sponsor and foster excellent work/life programs attract the best people and garner the support of family members in the process.

**b. Skill Summary.** There is a potential for the adoption and use of the RGB Technology at the family level.

### 4. Community.

**a. Role Description.** Community support for one's organization is often the difference between success and failure. Neighbors and "friends" of an organization can help it attract the best people and enhance its opportunities or they can create an abysmal atmosphere within which to operate. A community that supports employers within it reaps the benefit of that organization's success.

**b. Skill Summary.** *QWLC*'s hierarchy of service (Individual, Team, Work Group, Network, Organization, Community, and Governance) indicates that members of the client organization are likely to encounter also *QWLC* Technology at other events. Being able to read and interpret *CapacityWare* products will be highly desirable.

## **5. Stakeholder Organizations.**

**a. Role Description.** In a commercial village, everyone's success is influenced by others success. It is hard to separate the web of prosperity in a fully integrated community of stakeholders. The school system thrives when neighborhoods and businesses are involved. Businesses thrive when local government supports growth and nurtures expansion. Trade associations become mutually supportive when it is in their best interest to do so. Any community that buys its critical services from "outside" has little faith in its own neighbors and sooner-or-later crumbles.

**b. Skill Summary.** *QWLC*'s hierarchy of service (Individual, Team, Work Group, Network, Organization, Community, and Governance) indicates that members of the client organization are likely to also encounter *QWLC* Technology at other events. Being able to read and interpret *CapacityWare* products will be highly desirable.

## **Keeping Records in *CapacityWare*<sup>TM</sup> Software Individual Notes File**

- 1. Team Assignments.** When someone is assigned to a Team, an appropriate note is added to the individual Record Note File as illustrated in Tab 01.2.
- 2. MEMORANDA FOR THE RECORD.** When authorized, an individual assigned to a team for any reasonable duration must be documented with a formal MEMORANDUM FOR THE RECORD as illustrated in Attachment 03.1
- 3. Acknowledgements with Letters of Thanks.** At the conclusion of a Team assignment, the Communication Coordinator will commemorate the completed assignment with a client-signed Letter of Thanks.
- 4. Informal Recognition(s).** *QWLC* uses the "award" of GEMS during session to acknowledge a variety of acts as defined at [www.ltodi.com/GEMRegistration.htm](http://www.ltodi.com/GEMRegistration.htm) and invites client organizations to create similar recognition systems. Gem awards are also noted on individual transcripts.
- 5. Official Awards and Recognition(s).** Any individual participating with distinction in this initiative as a member of an Team may qualify for special recognition. When awarded, this too should be itemized in the Individual's *CapacityWare*<sup>TM</sup> Record.

## An Action Officer's Checklist

### A. Overview.

An Action Officer is normally a member of LMS with sufficient experience and authority to bridge the gap from Problem Solving Team recommendations that have been accepted by competent authority to actual implementation of those recommendations. Responsibilities continue with monitoring of the implementation so as to successfully overcome issues as defined in the original Problem Solving Charter. It is possible that more than one team made recommendations that will fall under a single Action Officer.

The Action Officer is assisted by a Facilitator (normally the one who facilitated the Problem Solving Team that produced the recommendations to be implemented) to the degree desired. The Action Officer has an assigned Sponsor or acquires one if one is not assigned. The Action Officer recruits a team from across the organization impacted by the implementation of the recommendations that range in size from three to seven. For the purpose of achieving continuity, at least one of these team members will have served on the Problem Solving Team that made the recommendation being implemented.

One of the paramount reasons for the Implementation Team structure provided by this guidance is the need for consistency of team operations as implementations are undertaken and completed. As teams learn "best practices" and those are shared with other teams, the entire process of implementing new recommendations is improved for future use. In addition, team members learn what it takes to implement change in a large complex organization.

It is always important that team activities be conducted in a manner that brings credit to its membership and the process being used. As the team culture is formed, it will gradually be transmitted back into the organization with the members that come together to work on implementation issues. This culture transmission is one of the most important means of shifting culture in an organization going through transition.

The use of *CapacityWare™ Software* to fully document the Implementation Team activities is critical. This universally available tool will enable those interested in team activity to do an "e-check-in" at any time to get needed information. The Event Record and Attendance Roster is the minimum record set. Although other may provide assistance, it is the Action Officer that is responsible for establishing and maintaining these records.

### B. Getting Organized.

The transition from the Problem Solving Team to the Implementation Team can be smooth if the right people are involved quickly. It is suggested that the assigned Action Officer:

**1. Review the Reference Materials.** Action Officers are responsible for obtaining and reviewing the materials that pertain to their implementation tasks. These include, but may not be limited to the following:

- a. Facilitation Team Manual - Chapter 9 - Implementation and Measurement.
- b. T3 Manual - Tab 3 - Roles.
- c. Problem Solving Team Documentation (Event Records, Charter, Reports).
- d. *CapacityWare™ Software* Manual, Tab 7 - Managing Activity Records.
- e. Facilitation Teams Manual, Tab 4 - Record Keeping, Attachment 3 - Team Chartering Guide.

**2. Meet with the Problem Solving Team Facilitator.** Prior to getting under way with team activities, it is prudent to meet with the assigned Facilitator (and or the Team Leader) of the Problem Solving Team making the recommendation for which the Action Officer now has implementation authority. They should discuss the most important issues that led to the recommendation now assigned for implementation so that the Action Officer understands the origin and implications of implementation thoroughly and is able to convey these issues to other members of the Team when formed.

**3. Acquire and Meet with the Team Sponsor.** Unless a Team Sponsor has been assigned, the Action Officer will seek and acquire a suitable Sponsor. Normally, this individual will be qualified and have organizational responsibilities outside the jurisdiction of the recommendation being implemented, when possible. A first order of business is the creation of a Charter for the Implementation Team that follows the guidance provided. At minimum the Charter will contain the outcomes to be achieved, the origin of the issue and recommendations being implemented and the resources at the disposal of the team. Additional guidance provided by the Sponsor is discretionary.

**4. Formulate a List of Desired Team Members.** Based on the potential task assignments to be undertaken the quantity and qualifications for team members require considerations and potential recruiting. Those with the talents to do specific tasks ought to be recruited for the team. It is HIGHLY advisable that members of the workforce are recruited from organizational elements NOT under the structural control of the Action Officer. Additionally, the following documents may be review to help determine who might be available from among those who have volunteered or have not yet served on a team and have not been declared exempt. Review the following documents to determine potential recruits:

- a. Record of Participation to be found at the Client CHART.
- b. Records of Individuals found in *CapacityWare™ Software*.

## **C. Communicating with Supervisors of those being Recruited.**

**1. Meet with the supervisors of those being recruited to elicit support.** Before approaching the individual, meet with the prospective team member's supervisor to determine the level of support you will receive. There may well be extenuating circumstances that will prevent the assignment of some individuals or severely limit their involvement. Although every member of the workforce, unless exempt, is expected to serve over the course of the three year initial involvement, specific timing may be critical for the greater good of the organization.

**2. Recruit and Form/Finalize the Implementation Team.** With the support of supervisors, approach each individual and explain why their involvement will help your team succeed. With their consent, schedule a first meeting to work toward making progress. Consider the following assignments for team members as work unfolds:

- a. Flow diagram of the implementation process work to be undertaken.
- b. Creation of necessary implementation documentation required.
- c. Creation of training program if one is required.
- d. Creation of measures that will determine implementation effectiveness.
- e. Clarification of the analysis/synthesis of measures to determine effectiveness.
- f. Maintenance of team records (Events, Attendance, Charts, etc.).
- g. Evaluations of team meetings and assignment completions.

## **D. Schedule and Conduct the First Meeting.**

**1. Schedule time for the Sponsor to Open the Meeting.** An assigned Sponsor is obligated to attend the first meeting for a brief introduction to the reason for the Team being chartered and to offer support for the team to achieve its outcomes. The Sponsor may have additional comments to make and be available for questions if any surface. The entire "visit" might take 15 minutes to half an hour.

**2. Establish any Added Clarity Needed.** If additional clarity is needed beyond what the Sponsor has provided, the Action Officer may take the time at the first meeting to fill in the void. By the end of this clarity talk the Team must know and understand the complete rationale for the Team being formed.

**3. Team Introductions and Selection Criteria.** Team members will be given the opportunity to briefly introduce themselves - name, tenure in the organization, position held, what they do in a typical day, etc. The Action Officer may also provide any information that will clarify why they were recruited for this team.

**4. Distribute Materials from the Problem Solving Team(s).** The Problem Solving Team will have left a "trail" of documentation that will be valuable for the Implementation Team. This might include their initial Charter, the source documents or survey data that caused the Problem Solving Team to reach their recommendation, and potentially any Event Records or copies of charts that might be valuable as implementation gets under way.

**5. Conduct an Open Dialog About This Team and HOW it will Conduct Itself.** Next, the Team members present must clarify the rules they intend to follow at each meeting and between meetings as they work together. This often results in a set of Ground Rules that can be posted at each meeting if desired (recommended). Ground Rules are intended to set the parameters of behavior or team culture that will prevail as deliberations and work continues to a conclusion. It is expected that the group may modify and extend the rules as needs arise.

**6. Brainstorm a List of "What will be needed to be successful."** During this discussion, the group turns attention to the "content of the implementation" planning. Instead of HOW they will interact with each other, this session focuses on the planning the implementation of the recommendation passed to them by the Problem Solving Team. It may take fifteen to thirty minutes to brainstorm what will have to be done to take the implementation plan from NOW to a successful implementation.

**7. Create a Tentative Timeline with Milestones.** With a tentative list of what is needed to be successful, the team will create a tentative timeline with milestones (dated) at important events that must be completed. Eventually, but not necessarily at this meeting, each milestone will have a "volunteer" shepherd that will do whatever is necessary for that milestone to be achieved as outlined by the group. If subject matter experts are needed to progress this will be noted and someone "tagged" with the responsibility of attaining the individual or information needed to make progress on schedule.

**8. Establish a Schedule for Subsequent Meetings.** Finally, the group will make some decisions about "next steps" to include who will do what between the end of this meeting and the next meeting. Dates, times, and locations for meetings will be settled for at least two meetings in advance at all times.

## **E. Conduct Implementation Team Meetings with Interim Assignments.**

**1. Assign Responsibilities for Specific Milestones.** If not already done, team members can be assigned the responsibility for completing milestone attainment. This includes everything necessary for complete success by the milestone date to keep progress on track. Nearly all milestones will be dependent on actions taken previously in some way - so it is appropriate for team members to assist with actions that may be under someone else's assignment.

**2. Meet with Those Impacted to Determine Potential Results.** As the implications of the timeline and milestones are clarified, it will likely be necessary to meet with those who will be impacted by implementation processes. This may be done one-on-one or include more than

one team member and more than one individual that will be impacted. Data collected should be condensed to writing and shared with all team members. Whenever possible, any adverse implications should be remedied if possible and shared again with those impacted to be certain that one solution doesn't create a bigger problem. These "interviews" or meetings should be accomplished in the same sequence, when practical, as the implementation process timeline suggests, to be certain that the flow of solutions is economical.

**3. Create Documentation to Include a Flow Chart Diagram (if necessary).** At each milestone complete both the required documentation and consider creating a flow diagram for each timeline segment (activities between milestones). These may be modified at each subsequent segment to assure continuity. Consider these documents as integral to SOP's and related job performance documentation - normally present in most organizations. Be aware that an official document is normally required to implement a change in existing or new processes in most organization. If changes must be made in existing documentation/policy or procedure, be prepared to offer these changes in DRFAT form at the time recommendations are made to the approving authority. Be prepared to offer alternatives or options at every potentially controversial decision-point. Be prepared to present for approval a formal Implementation Plan.

**4. Create Measurements and Design Data Collection Processes to Determine Impact.** As implementation processes become clear, create the measurements necessary to help determine if success is being achieved based on the original rationale presented to the Problem Solving Team initially. Clearly what is needed here is concrete evidence that what the team set out to accomplish is being accomplished AND that additional problems are not being created while solving the initial issue.

**5. Test Progress with Sponsor at Intervals.** The Sponsor is a great resource that can be used effectively to "test" proposed implementation recommendation before they are presented to the approving authority. Be prepared to adjust the final recommendations based on the Sponsor feedback.

**6. Make Formal Implementation Recommendations (Adopt, Adjust).** Schedule and conduct a team recommended implementation solution(s) set and be ready to either have the recommendation approved and documentation signed on the spot or regroup for potential adjustments. Always be prepared to address deliberations on any point where questions or concerns arise. Have a full package of documentation for everyone on the team and for those who constitute the approving authority. Expect to implement the recommendations as approved in the formal Implementation Plan.

## **F. Launch Implementation.**

**1. Train as Needed before Implementation.** If implementation requires training of personnel, have the training materials and trainers ready to begin on the milestone established for training in preparation for full implementation. Oversee the training and evaluate training sessions as a means of assuring successful implementation.

**2. Inform Those Impacted of Implementation Schedule.** Use whatever means are appropriate and consistent with the presentation of recommendations to inform those impacted by the approved Implementation Plan. Always request a confirmation so that it will be certain that implementation will occur on a date and time and with the specified target population.

**3. Begin Implementation of New Process(es) and Monitor Implementation.** During the initial stages of implementation team members should be assigned to monitor the new process to determine if it is taking place as intended. If changes are required in the initial implementation, be prepared to act quickly and decisively. If modifications are required try to determine how the need for the modification was not considered BEFORE implementation occurred and close the gap for the next team as a "Lesson Learned."

#### **G. Measure and Analyze/Synthesize Implementation Results.**

**1. Collect Data Regarding New Processes to Determine Effectiveness.** It has always been the plan to measure the level of success achieved against the initial outcomes to be achieved. This step simply begins that measurement process.

**2. Analyze/Synthesize Data to Determine Broad Organizational Impact.** As data are received as a result of implementation, a small team needs to analyze (break down the data) and synthesize (create up the data to potential meaning) it to formulate a conclusion as to success or failure.

**3. Make Adjustments to Refine Implementation as Needed.** Be quick to refine the process if appropriate, but slow to abandon the implementation as planned. Let the process as implemented go through several iterations before adjustments and potential abandonment is considered.

**4. Inform the Organization.** Most implementations made in this system of change occur as a result of survey items that scored low. If an implementation is responsive to workforce survey demands, results must be reported back to the organization so they will understand the connection.

#### **H. Reform or Dissolve Implementation Team.**

**1. If Needed, Reform the Implementation Team to Carry On to Conclusion.** Teams often work slowly when trying to resolve long-standing complex issues. It is not uncommon for a team to need replacements or an entire turnover before the implementation is finally installed and becomes a part of the way the organization does business. Do not hesitate to reform when necessary.

**2. Celebrate Successes and Publish Learnings.** Take the time to celebrate achievements with a visible event that sets the tone for future efforts. Publish "lessons learned"

so that future implementation teams can learn from what happened and make fewer mistakes in the process.

**3. Dissolve the Team - With Thanks!** When it's time, dissolve the team and send them off with tanks and something they can point to in terms of a recognition - at minimum a personal thank you and at best an all expense paid Hawaiian vacation for all their families and friends.

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