

Stage-10 Evaluations - Summary of Top 5* Suggestions for Cycle-2

The focus of the current RGB Initiative is to improve organization performance that will benefit the customer **BY** first improving organization capacity that will benefit the workforce. Developing capacity is a continuous effort that embeds internal means to find and fix internal problems that get in the way of people doing extraordinary work together.

1. Shift the RGB Structure at City Hall:

- a. Expand the Tag Up to the new 12-member LMT.
- b. Create a Sponsorship, Team Leadership, and Team Membership "Role" Coordinator.
Recommend: LaVon Marrow
- c. Create an Internal Coordinator to create and distribute support documentation.
Recommend: Chuck Costas
- d. Incorporate the *"Making a Difference Together!"* into related documentation.

2. Shift the Nature of Tag Up Meetings:

- a. Facilitator (rotating) to conduct each Tag Up session with Charts published same day.
- b. Director to invite a non-participating "Observer" to attend Tag Ups to give feedback.
- c. Insist that Tag Up participants report on activity within their purview at each meeting.
- d. Conclude each meeting with NEXT STEPS so that everyone knows who will do what.

3. Adopt Mandatory LMS Experiential Learning (training plus project implementation):

- a. LMT to be the first wave, then conduct subsequent waves with *QWLC* as a backup.
Recommend: RGB, *ProZones*, BRES, MTT, ICO, OR, OMR - 3-hours each.
- b. Initiate a mandatory Reading Program - LMT then by tenure.
Recommend: Managing Transitions by William Bridges
- c. Establish a "tempo" of weekly or biweekly, continue until positive results emerge.

4. Develop a Strategy for Mandatory Participation with Consequences¹:

- a. Attendance at mandatory sessions - Orientations, Survey Sit-downs, and Data Fairs.
- b. Role requirements to include competency examinations.
- c. Response to e-mail marked "RGB" in the SUBJECT line - otherwise progress stops.
- d. Legitimize Change Agent participation with official MEMORANDA.

5. Sustain minimum levels of RGB activity.

- a. Provide a response to reasonable requests for information OR deny the request.
- b. Clearly define productivity levels during "busy season" periods.
- c. Publish and distribute a Department-wide written Initiative Update every 60 days.
- d. Be prepared to assign/DRAFT members of the workforce into critical Team positions.

¹ Consequences to be determined by a collaborative effort with HR - See also Discipline Without Punishment, by Dick Grote, Amacom, copyright 1995

**Seventy-two items surfaced in the Stage-10 Evaluation that contributed to a shortfall. These are the top 5.*