

## **DRAFT - DRAFT - DRAFT**

### **Proposal for 2009 - 2010**

Highlighted Areas were not highlighted in the Tag Up Handout

**A. Timeline Characteristics:** The following descriptions are intended to clarify the general initiatives along the timeline to provide the reader with an overarching understanding of the chronology and activities that would be scheduled.

**1. 2009** - The transition to Cycle-2 is characterized by a follow-through with implementations grounded in Cycle-1:

**a. August. Initiate Expanded LMT Experiential Learning (\$).** The Expanded LMT will undergo *QWLC* delivered experiential learning program that "teach" a particular LMS principal that appears to have high priority based on the data presented, AND requires participants to complete a brief project with those they supervise. It is expected that Facilitators from Cycle-1 will be included in this training. The phases are:

- An Overall Orientation the Course,
- A week or bi-weekly resident session (3 hours),
- Completion of an "assignment" with live results.

The LMT/LMS will create their own Multi-Source Feedback Instruments for use later in Cycle-2. Following the last session, members of the LMT Expanded will join *QWLC* as presenters using the same materials and the same regimen they went through.

**b. September. Concurrent: Initiate LMS Experiential Learning (\$) and Internal Facilitation Team Lead Transition (\$).** Members of the LMS (minus the LMT Expanded) will undergo the same Experiential Learning as the LMT Expanded with a facilitation staff that includes the LMT Expanded. The current Team Lead is scheduled to transition the Lead to another member of the Facilitation Team while providing continuity. This is an excellent annual opportunity to celebrate losses and wins.

**c. October. Stage 1 - Initiate Workforce Orientations (\$).** Instead of the initial orientation topics, this round will include what was done during Cycle-1 and what was learned from that experience. The orientation sessions will be attended and in part presented by the LMT/LMS cadre. This will constitute the FIRST INFORMATION RELEASE (Orientation Handout Materials) of Cycle-2.

**d. November. Concurrent: Stage 2 - Instrument Package Development and Distribution, and Facilitation Team Training (\$).** The Data Collection Team (as upgraded) will again create the Data Collection Efforts - **Instrument Package Development and Distribution, (\$).** Two important events will unfold. First, the development and distribution of the Core-Element Survey Package. Ten Core survey items will be comprised of the 10 Teams Chartered in 2008, Cycle-1 (lowest scoring items of both the LMS and Workforce Survey - Teams A through E and Teams 1 through 5 AND items constructed from the Department Beliefs Set). Remaining survey items will be selected by teams in each Division or Division-equivalent making surveys unique to a specific functional/Mission area of the Department. Second, during

this period, the Facilitators Course will be conducted to replace and expand the number of Facilitators available to the Department needs during the coming months.

**e. December. Stage 3 - Data Collection, Data Entry, and Validation (\$).** By applying the lessons learned during Cycle-1, data collection efforts will be monitored to assure a direct route from the respondent to the *QWLC* offices. If sit-down strategies are used to achieve higher return rates, these will be monitored by *QWLC* not the normal chain-of-command.

**2. 2010 - Cycle-2** will continue with the remainder of the ten stages:

**a. January. Stage 4 - Analysis, Synthesis, and Report Development (\$).** *QWLC* will prepare the report binder for all Change Agents and an Executive Summary for all.

**b. February. Concurrent: Stage 5 - Organization Feedback and Team Recruitment (\$), and Facilitation Team RGB Certification (\$).** One Data Feedback session will be scheduled for the Client and Direct Report. Immediately following will be scheduled three or four Data Fairs to provide ample opportunity for all employees to view and become familiar with the data and its implications. Recruitment will be heavy during these Data Fairs and MAY be followed by a DRAFT of volunteers needed. This will constitute the SECOND INFORMATION RELEASE (Diagnostic Report - Executive Summary) of Cycle-2.

**c. March. Stage 6 - Coaching Lab and Planning Session (\$) - (with Follow-on Coaching Labs at the Element level with MSF conducted by RGB Certified Facilitators selected by the Element manager).** The Coaching Lab provides an opportunity for the Approving Authority to ensure those who must understand the data have an opportunity to do so. Planning Session are an active part of the session and incorporate Team Sponsorship.

**d. April. Stage 7 - Team Formation and Culture Development (\$).** ONE event will be scheduled for ALL newly chartered teams. This is likely to be a three to four hour event and include both large and break-out group sessions. Although *QWLC* may be present, the LMT/LMS and the Internal Facilitation Team will conduct the bulk of the session.

**e. May. Stage 8 - Development of Recommendation Design and Approval/Adoption (\$).** Independent Problem-Solving Teams will meet to make recommendations to Approval Authorities. Unlike the previous Cycle, specific deadlines will be placed on each Team (with an opportunity to negotiate that deadline if needed). An interim presentation will be required by the set deadline. At least ONE Problem-Solving Action will be required in the recommendations that will allow immediate implementation. This will constitute the THIRD INFORMATION RELEASE (RGB Busy Season Update) of Cycle-2.

**f. June through September. Stage 9 - Implementation Measurement (2008-2009) - (\$), and Stage 10 - Evaluation, Adjustment, to Next Cycle (\$).** During the period from June through September, recommendations that can be implemented will be implemented as a clear and visible signal that change is occurring. Also, during this period, *QWLC* will be collecting, with assistance from the Facilitator Evaluator and all information/data that will permit individual feedback for change agents, "marks" that will permit a comparison with Cycle-1, and

information that will update/improve Facilitator and RGB Certification course materials. Finally, Implementation Monitoring Teams will have become active and continue until stable. Multi Source Feedback (\$) Team Facilitation and RGB Certification (\$)

**B. Ancillary Services:** The descriptions below will add clarity to the timeline overarching initiatives.

**1. LMT/LMS Training/Coaching/Project Management (\$ Included Above).** It has been recommended by a Problem Solving Team that those in supervisory positions be required to complete a Hampton LEADS course of instruction. Although *QWLC* concurs with this recommendation, we also believe that LMS needs are more pronounced, more urgent, and different than what will be satisfied by the existing course materials and schedule. *QWLC* has a RGB LMS Guide that has been in use for years, is consistent with RGB doctrine and can easily be connected to current priorities in an "experiential learning" approach. This approach will require participants to engage their "subordinates" in exercises that will actually apply what they have learned rather than taking a passive approach to the application. It will launch an immediate and dramatic response to the intended recommendation. By staggering the application of this approach to include the LMT Expanded first and engaging the LMT Expanded as "instructor/facilitators with the remaining LMS, it will serve a two-fold purpose: learn and do (things that are needed) simultaneously in a coordinated atmosphere. By incorporating the Multi-Source Feedback item selections into these sessions early-on, the stage will be better set for the LMS Transition that was begun during Cycle-1. It is also suggested that the Managing Transitions, book, by William Bridges, DaCapo Press, copyright 2003 be used as a secondary track during this course.

**2. Training for Cultural Facilitators and RGB Certified Facilitators (\$).** Another iteration of the Facilitators and RGB Certification Course will be required to replace losses and expand the Internal Facilitation Team.

**3. Inventory, Survey, and Multi-source Feedback Processing (\$).** *QWLC* will continue to provide data processing and interpretation for all data collection efforts.

**4. Regular Periodic Publications, Lanyard Cards for All Personnel (\$).** *QWLC* will provide DRAFT publications for internal distribution. Among the proposed options are lanyard cards that include, for example, Beliefs Set Values, and RGB Profile cards for Change Agents.

**5. Team Orientations (\$).** The RGB initiative lost some momentum because change agent roles were not clear. Although online references had been provided, those references were either not used or were incomplete (online materials have been updated). Orientation sessions are needed for Sponsors, Team Leads, and Team Members.

**6. Ancillary Event Production (\$).** In addition to the major events outlined in Part A - Timeline (above), there are four types of events that are sufficiently complex that they require mention here: a) Monthly Tagup Meetings, b) Monthly Facilitation Meeting, c) *CapacityWare*<sup>TM</sup> Installation, and d) Mentoring/Meeting with Client and Facilitators.