

**D R A F T - - - D R A F T**  
**The Changes and The Transitions**  
*(Developing Organization Citizenship with Essential Workforce Capacity )*

**Part ONE - Initial Conditions**

**A. Pre-engagement Conditions.**

Less than ideal - troublesome conditions.

**B. Strategies, Goals, and Objectives.**

**1. Strategies.**

- a. Insist that everyone play a viable role in the change efforts during at least one of three cycles.
- b. Create capacity development priorities and initiatives through total workforce involvement.
- c. Significantly improve [morale, retention, etc.] by responding to the needs of the workforce.
- d. Significantly improve the confidence of the workforce through responsive collaboration.
- e. Use an RGB lens as the first tool to help clarify problems and design solutions.
- f. Prepare each individual for advancement to a better job, even if it is with another organization.

**2. Goals.**

- a. Improve morale to acceptable levels.
- b. Restore confidence in leadership, management, and supervision of the Department.
- c. Retain the most valuable workers.
- d. Weave RGB 10-Stage into our Patterns of Operations - become totally independent of *QWLC*.
- e. Deeply acknowledge "Employee Worth" as the central theme in everything we do.
- f. Examine everything that happens to determine how it can be improved.

**C. Cycles of Change.**

- 1. Cycle-1** - Whole Organization Assessment and Initial Learning.
- 2. Cycle-2** - Diagnostic Checkup, Element Assessment, Multi-Source Feedback, and Continued Learning.
- 3. Cycle-3** - Continual Checkup, External Customer Satisfaction Assessment, and Continued Learning.

## Part TWO - Specific Implementation Guidance - Cycle-1

### A. Conditions to END (acknowledge where we are and what to let go of)...

#### 1. Among LMS...

- a. Being indifferent and/or negative toward employee wants and needs.
- b. Playing favorites by giving advantages to a few at the expense of others.
- c. Making decisions based on individual preferences or inclinations.
- d. Focusing on the external customer work at the expense of the internal customer satisfaction.
- e. Elimination of the hesitance to change based on outdated habits that have served us well.
- f. Preventing or discouraging career growth for any reason - stagnation is never a viable option.
- g. Letting employees work for less than the compensation they deserve without doing something.
- h. Lack of adequate recognition or reward for doing exceptional work.
- i. Failure to inform the workforce of changing conditions and exploring the implications.
- j. Terminating or ignoring those in need of recovery.

#### 2. Among Non-LMS...

- a. Doing only what one is told to do - minimum work.
- b. Do not participate in work that is beyond what your were hired to do.
- c. Complain about the current conditions and expect that someone else will solve those problems.
- d. Look at any change with suspicion, hesitation, and doubt that improvements will occur.
- e. Stay in a job that one dislikes in the hope that the job will change without help.
- f. Accept and stay in a job that just for the money and the security.
- g. Avoid involvement in activity related to potential improvements that might result in change.
- h. Agree with my peers about conditions they believe are horrific when you do not really agree.
- i. Avoid self-improvement initiatives because of the belief that advancement will not follow.
- j. Take a self-serving view about the necessary improvements required to make things better.

## **B. The In-between Period - Start (commit to and do what must be done)...**

### **1. Among LMS...**

- a. Make certain that "everyone" participates in events to develop understanding of critical activity.
- b. Provide peer support for dealing with difficult conditions.
- c. Create a realistic timeline that includes activities for "letting go" and "developing commitment"
- d. Ask for assistance from those who are best able to assist in meeting your timeline gateways.
- e. Acknowledge and incorporate the difficult tasks of "letting go" of the old and a loss of comfort.
- f. Measure the departure points and progress toward steady improvements.
- g. Acknowledge that not everyone will fit into the new conditions and help them as they depart.
- h. Expect position shifts in the organization and help accommodate transitions to new positions.
- i. Be willing to reexamine everything anew to create the best possible fit with new conditions.
- j. Create an interim "recognition system" to add visibility to things that go well.

### **2. Among Non-LMS...**

- a. Select and participate in activities concerning an issue that you believe you can help improve.
- b. Find out what is going on "in the big picture" rather than just those areas of interest to you.
- c. Voice your thoughts if it will improve any facet of the change initiative at any time.
- d. Make arrangements to "show up" at events important to the change initiative and be receptive.
- e. Take the time to prepare for change, and help others that may be having difficulty.
- f. Withhold doubt by giving behind-the-scenes activities time to work.
- g. Make the change initiative a part of routine conversations at every appropriate opportunity.
- h. Form some new relationships with people that will potentially be a part of your new role.
- i. Take the time to celebrate the work you participated in with others before changes are final.
- j. Support the efforts of LMS to shift toward more effective practices as the change takes shape.

## **C. Conditions to BEGIN (clarify where we want to be)...**

### **1. Among LMS...**

- a. Reward people for working toward a new Beliefs Set and more effective alignment.
- b. Establish new priorities that include developing capacity.
- c. Feed the organization with accurate and timely information with predictable regularity.
- d. Take employee satisfaction seriously by listening attentively and taking action when possible.
- e. Balance workload with adjusted priorities for available workers.
- f. Provide and follow clear written guidance to get every job done within resource constraints.
- g. Make consistent decisions that accommodate individual situations without playing favorites.
- h. Promote professional growth that broadens individual and workforce value.
- i. Help get the right person into the right position to get the highest possible performance.
- j. Take the time and make the effort to upgrade the workforce skills and understanding.

### **2. Among Non-LMS...**

- a. Exhibit new and genuine behaviors that become evidence that the change has taken hold.
- b. Speak up with appreciation when things improve to confirm approval.
- c. Have high expectations of the change and point out conditions when they slip backward.
- d. Aspire to a better position of influence with peers and superiors to create a new image.
- e. Participate at events and in programs that call for everyone to be present.
- f. Do more than is expected and be flexible in your work to demonstrate value added.
- g. Help those in authority to succeed in achieving their goals.
- h. Cross boundaries when offered the opportunity to learn more about the organization.
- i. Pursue educational/certification opportunities to get ready for career advancement.
- j. Be selfless in your efforts to pursue what is good for the organization as a whole.

## Capacity Profile

- 0 - **Career Channel** - Understand the Organization "FIT" in the hierarchy and systems in which it resides.
- 1 - **Influence** - Influences by authority in a positive way.
- 2 - **Alternative Value** - Doing work within the talent area and among like-minded people that excites the individual.
- 3 - **Skills** - Skills available for greater than the current position.
- 4 - **Boundary Interaction** - Understand the organization structure and networks.
- 5 - **Alignment** - Has a sense of alignment with the current structure and potential positions.
- 6 - **Doctrine** - Confirms that written guidance is complete, accurate, and can be influenced.
- 7 - **Information Sharing** - Knowledgeable of "happenings" that create or respond to critical influences.
- 8 - **Space** - Workspace is conducive to achieving success at the work and the workforce interactions.
- 9 - **Accessories** - Has the equipment/accessories needed and wanted to do the work expected of growth.

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