

Stage 1. Preliminary Orientations and Clarity Meeting(s)

A. Overview.

1. Outcomes. Stage 1 achieves four things:

a. Informs. Informs key members to eliminate or minimize "surprises." People have varying degrees of tolerance forging into the unknown. Initial meetings and orientations are designed to provide information that prepares those who will have a role to play for the tasks they must perform.

b. Creates Maximum Comfort. By engaging in pre-initiative activities key players reduce or eliminate potential anxiety. Being anxious about change is normal. Knowing what the engagement is designed to do and how it will unfold is designed to eliminate or minimize anxiety.

c. Tests Chemistry. Pre-initiative activity provides the opportunity to "test the chemistry" and develop a working relationship between those who will be primarily responsible for launching the system. It is normal for there to be "personality" conflicts during a change effort. It is best to identify these potential conflicts early and resolve them as quickly as possible.

d. Tailors. Begin a process of system "tailoring" that results in an optimum match between the client and Organization Change System that will be used to achieve client outcomes. Most preliminary meetings will have some impact on the tailoring process to assure high ownership at the beginning and at each subsequent Stage.

2. Scope. A firm foundation during the initial part of any engagement sets the stage for what follows. Stage 1 provides the needed structure for a successful long-term relationship so that all parties understand what is expected, and what options are available for tailoring the system from the start. Extended Materials (listed in section 3.c. of this Tab) help achieve sound tailoring decisions.

B. Methodology.

1. Overview. The 10-Stage Organization Change System described in this manual is a paradox: both simple and complex. It maneuvers through a minefield of potential disasters toward an elusive goal of "Ideal" organization capacity. Four overarching concepts are important to understand at the outset and are detailed below.

a. 10-Stage Change Cycle. The ten Stages of this Organization Change System are logically sequenced to produce the desired results (See Organization Change System - at www.LTODI.com under Extended Materials). The time frame from the initial Stage 1, to the

initial Stage 10 may cover a period that ranges from nine months to eighteen months depending upon a variety of factors. The time frame necessary for recycling the Stages to a second and third iteration is not so easy to forecast because the change effort becomes nested after the first cycle. Nearly every use of this model requires some adaptation because every organization is different - the organizational condition at the starting point will vary considerably, and the pace and quality of the impact during each Stage of the process will shift depending upon a long list of variables. The ebb and flow of capacity is the fodder of organizational performance.

b. Pre-engagement Assessment (Event). In trying to determine at the outset what engagements will work well, we've consolidated our top ten considerations into an assessment tool that we use to make an evaluation of potential success early during the engagement (Review the Pre-engagement Assessment, Attachment 1.1.1). The outcome in completing this assessment is twofold: it will help determine if there is an acceptable match between the client culture and this system of organizational change. If the mismatch is too great, it might be better not to accept the challenge than to accept it and know that the results will be a failure. Another reason to complete the pre-engagement assessment is to let everyone on the change management team know what the primary difficulties are likely to be so that accommodations can be made in the system to achieve the level of success desired.

c. Management Consultants versus Workforce Consultants. There are management consultants, and there are workforce consultants. Classical organization developers tend to work across both domains, but the more important of the two must be tending to the workforce - any workforce engaged at below acceptable capacity levels does the organization greater harm and causes a greater financial loss than does an ineffective management. One might be able to make the case that improving management automatically has a "trickle down" impact on the workforce. In a few cases, this might be true, but it would be the exception to the rule. There are a greater number of cases that prove the contrary point; improved management results in improved management, aside from improved organizational capacity. The greatest testimony to liberty in any democracy is the grass roots jury system wherein a jury of peers decides the fate of those accused of crimes within the parameters set by law. Management could take a lesson from this system, flawed as it might be, adopting that approach would help many organizations continuously improve. See the article "A Jury of My Peers" in Literature for Publication at www.LTODI.com.

d. Cultural Capacity Facilitation. Trained cultural capacity facilitators are used extensively in this Organization Change System. In many cases, an organization will espouse that they already have a trained and ready cadre of facilitators to take on the task. Our experience has been that process improvement facilitator training does little to prepare a facilitator for cultural capacity improvement assignments. We have also found that those who manage or supervise cultural facilitators are ill prepared to do so because of the differences between a sequential process and systemic culture. Specific courses are designed to train cultural capacity facilitators as well as provide an orientation for those who supervise them. See the Facilitation Teams Manual, Tab 1, for more detail so that plans can be made and implemented to assure the change effort will have an adequately trained cadre by the end of Stage 5.

2. Transition from Marketing to Intervention. Not that marketing will ever stop entirely, but there is a phase during which marketing transitions to earnest intervention. In part, this phase begins with the education of the proposed buyer or buyer's representative as to appropriate courses of action and why one course is better for them than another.

[OUTCOMES

Develop Proposal Submission Team.
Submit superior proposal.
Prepare for a WOW Oral Presentation and CW Demonstration.
Receive the contract award.

METHODS

Review RFP Requirements.
Identify Available Material.
Modify Existing Materials.
Create Required but Unavailable Materials.
Merge documentation into DRAFT Propoosal.
Finalize Proposal.
Bind and ready submission.
Deliver ON TIME.
Await Results.
Shift from Proposal Regimen.

RESOURCES

QWLC - Office
CWPIN - Offices
Time - 5-days x Submission Team]

a. Preliminary Proposal Negotiations (Event). There are three major considerations in the proposal negotiations: *QWLC* performance, client performance, and cost/investment. The clearer this proposal becomes the better the service will be over the term of the engagement. Discussions may also include the agreement renewal and extensions. Use Attachment 1.1.2, Attendance and Synopsis Worksheet, to record specific details of each Event that occurs throughout the engagement.

b. CapacityWare™ Demonstration (Event). The software solution for the Organization Change System is as sophisticated as the myriad of systemic processes undertaken - it is up to the task, be it simple or highly complex. Several marketing presentations may have

already occurred, but we suggest an additional demonstration that captures the essence of the organization you are engaging. In this regard, it is always a good idea to demonstrate the software a final time with an event module and Pre-engagement Assessment results loaded with actual data pertaining to the organization.

c. Credentials - Statement of Capabilities. As simple as this concept sounds it becomes a difficult field of land mines if not approached with caution. Prospective clients want to know what experience we've had in dealing with their particular "type" of organization. Hospitals want to know your experience with other hospitals, etc. This is a fair inquiry, yet one that we respond to with difficulty as organization developers since our specialty is people in organizations of any kind. Our forte is helping clients improve the capacity of their organizations because their organizations are living systems comprised of humans working together for some common purpose. We see the differences between hospitals and public education as minor with regard to capacity development, while in actuality the two systems appear to be as different as night and day. We are able to bring to hospitals some measure of learning from our exposure to public education because of those common threads that are not apparent to either group, but are none-the-less woven into the fabric of both domains. So our capabilities statements often provide more information than the user might immediately need. We are ever mindful that, as classical organization developers, we bring a wide range of potential services to a client that normally exceeds the boundaries they set. An example is the fact that we collect data that looks to a client like an employee opinion survey. If that is what they are looking for, they may dismiss the broader range of services we offer and mid-intervention try to arrange for a specialist to assist with multi-source feedback when that is also well within our range, but out of the clients sight. We must therefore bridge the two extremes: defining our capabilities too broadly and too narrowly at the same time.

d. Contracting for Services (Event). *QWLC* has always believed that a contract is more for show than it is a legal document. We certainly can see the need for contracts, but the organization development domain is riddled with the need for justified departures from a straight and narrow path. Some slippage is just fine with us and normally with a client also, but when the demands for a successful intervention infringe into unforeseen territory we do not want to come out at a loss in either the financial considerations or customer satisfaction. The art is to create the contract tight enough so that it is close to a single-cost-for-performance agreement yet loose enough to accommodate going outside the limits of the agreement when needed, at set prices whenever possible. To this end, *QWLC* offers a Contracting Concerns checklist (see Attachment 1.1.3, Contracting Concerns) as an aide to users who may be unfamiliar with the contracting process for organization development services. We recommend a form of contracting take place even with "internal" consultants.

e. The Client Point-of-Contact/Organization Development Coordinator. We have engaged in work with clients over extended periods during which the individual and several times even the office responsible for coordinating with us has changed mid-performance. We believe that some continuity is lost for client organizations when this occurs and we know that this shift may result in some confusion to *QWLC* as well. Whenever possible the point-of-contact or coordinator for our activity ought to be more stable rather than dynamic.

f. Domain and Client-specific Tailoring. If *QWLC* has already served clients within a specific domain, there is a great likelihood that the 10-Stages have already been tailored. In any event, some tailoring may also be required of a specific client organization. An Advisory Council normally completes domain tailoring centrally whereas specific client organization is accomplished by a small group appointed by those who introduce this system of change to the client organization. Additional tailoring will always be accomplished during Stage 10, Evaluation, Adjustment, and Closure. Tailoring may also be accomplished as the need becomes apparent in each stage.

3. Key Initial Meetings (sequence of Initial Meetings may vary) - (Events). Initial meetings provide the opportunity to "test chemistry" and clarify how the process will proceed so that a "no surprise" scenario can unfold. Although there is no doubt that subsequent meetings or group presentations will occur, these subsequent meetings must be based on a firm foundation of an information exchange between top key decision-makers. Attachment 1.1.4, Decisions Worksheet, provides a framework for documenting early-on decisions made that will impact future operations. Even though this may be an informal document it is best shared among principal decision-makers, as a record of agreements made that may not be covered in any official contract.

a. Sponsor. The Sponsor is the single individual, usually at the top of the organization pyramid, that has the legitimate authority to discontinue use of the Change Management Process. This individual normally leaves much of the decision-making to subordinates, yet some decisions must be made with the commitment of this individual if the effort is to have continuity. Depending upon the level of entry (Sponsor-level entry, Direct Report level, or special staff level), the external consulting team may or may not be able to access the Sponsor easily. In some organizations, the access to senior management will range from difficult, to impossible depending on the culture of the organization and the nature of the information to be exchanged.

- ? Expectations Regarding Access.
- ? Expectations Regarding Involvement.
- ? Expectations Regarding Long-term Continuity.

b. Client (normally includes selected Direct Reports to Sponsor). The client is that individual from whom the external consulting team will take guidance on "how" the engagement is completed. Normally, unless released by the client, data is not provided to any other group of people except those that fall under the authority of the client. It also means that the external consulting team, unless otherwise specified by the Sponsor, will work to benefit the client organization *primarily*. Each of the following considerations is supported by a comprehensive set of documents that fully explain the implications of decisions made at this juncture.

- ? Organization Change System Critical Early-on Decisions.
- ? Symptoms Leading to the Need for Cultural Capacity Change.
- ? Clarifying the Themes.
- ? Annual Cultural Capacity Maintenance Cycle.
- ? C.H.A.R.T. Development and Address.
- ? Simplified Self-Assessment Diagnostic.

- ? *CapacityWare*TM Data Collection Dozen.
- ? Incorporating Ancillary Technology (Six Sigma, Balanced Scorecard).
- ? Organization Development Coordinator Role.

c. Specialty Meetings. Any number of specialty meetings will likely be required or be beneficial. As the Organization Change System progresses, special staff elements will have focused interests that need tending. This can best be accomplished in special early-on meetings to address specific concerns. At least one important topic at these meetings (especially with HR) will be the identification of appropriate Demographics for all data collection efforts. Attachment 1.1.5, Organization Demographic Worksheet, provides the framework needed to identify demographics properly for use with all data collection initiatives. Each meeting may require a review of the topics discussed with the client and sponsor.

- ? Human Resources.
- ? Training and/or Organization Development.
- ? Information Technology.
- ? Legal, and/or Business Office.
- ? Union Representatives.
- ? Communications Office (Public or Internal Relations)

d. Periodic Tag-up Meetings. *QWLC* will initiate the scheduling of "status update" meetings with appropriate individuals as needed, or on a regular schedule throughout long-term projects. The outcomes of these meetings will be to review, adjust, and clarify progress toward established goals.

4. Theme Development and Integration. The formulation of a central message for the change effort is forged from discussions that have taken place thus far. Most important among those discussions is the clarification of "themes" with the client and special staff. Initial efforts will be directed at integrating a single initiative - either a workforce survey or RGB data collection effort as the most likely initial themes. In a larger context, the primary decision-makers may also consider the integration of additional data collection efforts aligned with parallel initiatives. When this is done on a consistent cycle it optimizes both the collection effort and the decision-making that follows the availability of fresh information about the condition of the organization as a whole and about the various elements that comprise the whole. Note that the first cycle may require a different focus than subsequent cycles. It will also be important to note that not all applications will be on a rigid timeline - there is plenty of slack in each Stage that will even allow for gradual shifts to bring all or most data collection efforts into synch with the organization's financial systems reporting routines. The great organizational advantage permits both a concentrated collection effort and a coordinated review of all relevant data within a selected "window" so that systemic decisions can be made with greater assurance of being comprehensive. Below ten of the most common practices that fit this cycle are described:

a. Workforce, Customer, and Other Stakeholder Periodic Surveys. One of the most comprehensive and valuable sources of information needed for quality decisions is gathered from employees, customers, vendors and suppliers, and other groups having an interest in the success of the organization. We have assisted with data collection from citizens for improved decision-making at the city and county government level with tremendous impact.

Another source of information is the data gathered from family members about family-work impact that has led to substantial improvements in work/life issues.

b. Interim Metrics. Most large-scale surveys are conducted annually or even every two years in some cases. Periodically the option of collecting streamlined data as an interim measure helps decision-makers validate courses of action taken because of initial collection efforts. Interim Metrics provide valuable mid-course corrections that saves money, time, and builds employee goodwill.

c. Traditional Performance Evaluations. As performance is evaluated, normally in an annual cycle, that information leads to the recovery and development of capacity much the same as other data collection efforts. By collecting individual performance information within the context of an organization cycle, it can impact decisions being made in a broader sense that impacts the careers of many individuals.

d. Multi-source Feedback. Most often Multi-source Feedback is used with those in a management or supervisory capacity. This option can be made available to any member of the workforce desiring to make steady career improvements. Under an ideal cycle condition, this process would culminate immediately prior to the traditional performance evaluation process so that Multi-source Feedback results would assist with the performance evaluation.

e. Program, Project, and Condition Metrics or Evaluations. Programs are on-going whereas projects are normally of a definite term. Both benefit from regular data collection efforts to determine if the program is meeting its objectives and if not, what can be done to make improvements. Conditions are a different matter. A Condition Metric will allow the responsible parties to determine if the prevailing conditions, if continued, will meet set expectations. In paragraph B.1.b., above, a reference is made to the Pre-engagement Assessment as a perfect illustration of a Condition Metric. Given the conditions that exist prior to an engagement, the results of this assessment forewarn of trouble spots that might otherwise surface too late for an adequate response, and thereby yield failure rather than success.

f. Strategic Planning and Strategic Plan Assessments. Strategic Plans are developed with several assumptions: the workforce is ready (or can be made ready) to achieve the goals established, progress will be made steadily toward goals, new systemic initiatives will be well coordinated across organizational boundaries, and that the broad commitment to achieve strategic vision is widely embraced. These may be true, but more often than not, those who do the planning are not necessarily the same group that must make the vision a reality on time and within budget. All of these assumptions can and ought to be measured throughout the period during which progress toward strategic goals is being made. Items that attest to progress can be fully integrated with other items being assessed so that data collection means are minimized and results integration is maximized.

g. Team and Network Configuration Assessments. Teams are formed from among those who volunteer or are assigned by competent authority, and networks are often formed as much by chance as by design. Measuring the effectiveness of groups formed outside

the traditional structure of the organization allows changes to be made when necessary and foster confidence when things are running smoothly.

h. Realignment Reviews and Assessments. The three overarching elements of organization alignment are direction, strategy, and tasks. Although the full alignment range is slightly more complicated, the degree to which one element supports the others can and ought to be measured to assure that optimum efficiency is realized. The best on-time cycle realignment measurements are embedded within other instruments so that fully integrated profiles as well as isolated profiles can be available at a time when they impact decision-making most favorably.

i. Transition Reviews and Assessments. Transitions occur when significant changes are made among key members of the group having responsibility for outcome attainment (the boss). If a new "boss" enters the work group, it is in transition. If the senior engineer, as a repository of department history, suddenly retires, the group is in transition. If the group is assigned a significant new mission, it is in transition. These disturbances to normal routine can have a major impact on group performance if not measured and met with an appropriate response.

j. RGB Profiles and Task Assignment Assessments. Getting the right person in the right job (collection of tasks) impacts efficiency and effectiveness of the whole Work Group. Creating the best possible fit between employee and assigned tasks also impacts the network within which they serve people outside their immediate work group. A lack of compatibility even impacts the Teams on which they serve as a representative of their group or their expertise. All of these relationships have a yield that can be measured and corrected if insufficient compatibility results from that measurement. As changes occur in this balance, a new assessment may be appropriate.

5. Leadership, Management, and Supervisor (LMS) Orientations (Events). Once the individual meetings described above have been completed, the next activity will be one or more orientation session(s) with a combined group that includes the organization leadership, management and supervisors. This is likely to be a much larger group. Some will need to be excused so that a continuity of operations can be sustained. The orientation schedule must include more than a single option so that all those having an interest and/or need can attend the orientation. Although repeated orientations place an added burden of attendance on some senior leaders and managers, continuity and emphasis can only be achieved through this redundancy. Either as a handout or as a reference the Extended Materials titled "Change Agent Nomination, Selection, Supervision, and Management" located at www.LTODI.com will make ideal read-ahead material. It will become important for leaders, managers, and supervisors (and perhaps some others) to know that they can ask for and receive Individual Feedback by using a special identifier. Data collection instructions will provide a "reminder" for the workforce on this issue, but special literature is available for those in key positions (See Individual Feedback Instructions for LMS, found in Extended Materials. The option to select Individual Feedback can be highlighted at this orientation in order to stimulate taking advantage of this option.

a. Direct Reports (All other). All those with a direct reporting relationship to the sponsor will receive the information they need in order to engage successfully in this

Organization Change System. The group may include those selected to participate on Teams (especially Data Collection or Survey Design Teams). Direct reports will naturally be interested in the reactions of senior officials to previous orientations. To the extent possible, those conducting the orientations must present a balanced message of all concerns that are likely to impact the organization.

- ? Team Nominations and Selections.
- ? Interviews (See Tab 3. B. 1.).

b. *CapacityWare*TM Reader Installation (Events). Under ideal conditions, *CapacityWare*TM will be installed in strategically selected areas of the organization so that the system can be in use for specific tasks (see Part C.4. for specific suggestions for pre-data delivery applications) before data is delivered. In many cases, the link to the *QWLC* web site is reason enough to do the installation early. The locations of proposed installation might also be shared at the orientation sessions if it is known at this time. Although this topic is on the list of decisions to be made early (see Part B. 3. b.), the full range of *CapacityWare*TM software placement may not yet be known.

c. *CapacityWare*TM Presentations (Event). As part of the orientation, a mini *CapacityWare*TM preview will be completed so that those in attendance will begin to become familiar with potential uses for the software. By the time installation is completed, a *CapacityWare*TM Administrator will have been named. This individual will also receive adequate training on the software features.

6. Workforce Orientation (Event). The workforce must be informed that this system of change has been adopted and the likely impact it will have on them. Any single method of delivering this message will fall short of expectations; multiple methods and repetition will be essential. Some in the workforce will be complacent, especially if the organization has developed "immunity" to change initiatives in general (See Extended Materials "Immunity to Change"). Others in the workforce will be enthusiastic at the potential this system has to bring about positive and lasting results that will improve their quality of work life. Attachment 1.1.6, Orientation Worksheet, provides the guidance necessary to assure that all employees are adequately informed of the change system particulars.

a. Written e-Magazine/Newsletter Communications Options. Nearly all large organizations will have in place a mechanism for distributing information to the workforce. The most fundamental media will be a periodic newsletter distributed directly to members of the workforce. It is recommended that the newsletter include a "supplement" on special colored paper that will draw specific attention to this Organization Change System. There will be those who suggest just a simple front-page article rather than a supplement - resist the temptation to travel the "routine" path. The magnitude of the system needs to grab everyone's attention early and keep it for the next 18 months, at minimum.

b. *QWLC* Literature Options. One of the reasons for an early installation of *CapacityWare*TM is the ease with which specialized literature can be "grabbed" or created that will fit the specific needs of various parts of the organization. An abundance of literature to fit

many occasions is also available at the *QWLC* Web Site - also accessible through *CapacityWare*TM.

c. Video Presentation Options. All events will be more "lasting" if video or still photographs are taken during key activities or presentations. Those who attend will have a permanent record that they were in on a change effort - a meaningful recognition for many. Others who do not attend events will be better able to understand what transpired during the event they missed. For some this may be the best alternative to absence. Video productions are also created that enable those who have anxiety about certain events to "review" the process and event design beforehand. Some people are far more willing to venture "outside their box" when they have some idea about what is likely to occur. With a visual record of "what happens" during unfamiliar event, participants will be better prepared to engage.

7. Event Evaluations. It is standard practice for change agents to collect Event Evaluations for all Events conducted. The form used is at Attachment 1.1.7, Event Evaluation, and requires a minimum amount of time for participants to complete. It simply has three categories of information: a statement of value for the Event, a numerical value for the Event (using the "0 to 9 scale"), and a place for narrative suggestions that would improve the Event for the next group. This information is collected and input to *CapacityWare*TM for all Events so that performance can be tracked and improvements made as appropriate. This simple cycle - do something, measure effectiveness, learn and adjust, is at the heart of this change process.

C. Technological Resources.

1. Recommended Reading. Recommended Reading(s) allow the user to develop an informed opinion concerning the application of this system of organizational change. These references augment this system with information from a variety of practical as well as academic research having a direct application to this system. The Stage 1 recommended reading is:

a. Balanced Scorecard, Step-by-Step: Maximizing Performance and Maintaining Results, Paul R. Niven, copyright 2002 by John Wiley and Sons, Inc., New York.

b. Six Sigma for Everyone. George Eckes, copyright 2003 by John Wiley and Sons, Inc.

2. Event Agendas. *QWLC* maintains recommended Agendas on its web site for client use. All Agendas will be tailored to the specific needs of the client organization. Agendas contain specific reference to recommended Presentations and Handouts used for each event. Potential lists of Agendas used during this stage are listed below:

- a. Preliminary Meeting(s).
- b. Leadership Management and Supervisory (LMS) Orientation(s).
- c. Orientation Sessions and Distribution of Orientation Information.
- d. *CapacityWare*TM Demonstration.
- e. Periodic Tag-up.

3. Extended Materials. The great advantage of using this Organization Change System is that it provides the user a cohesive package that includes literature, software, processes, and a

model structure that fit the most complex and the simplest organizations. The following literature is recommended for reading and dialog among the change management team. The following "Extended Literature" and significant documents explain features of the system in depth. They are primarily used by members of the change agent team.

- a. Pre-engagement Assessment.
- b. Client/Consultant Relationship, The.
- c. Change Agent Selection and Use.
- d. *CapacityWare*TM Licensure Considerations.
- e. *CapacityWare*TM Implementation Roles.
- f. *CapacityWare*TM Configuration Options and Technical Requirements.
- g. Data Collection Frequency.
- h. Diagnostic Options - Themes.
- i. Determining CODEC Participation.

4. *CapacityWare*TM Organization Change Cycle - Stage Instructions. At each stage of the Organization Change Cycle, *CapacityWare*TM Administrators and users must be concerned with software configuration, preparation, and applications for the tasks that will be undertaken. Instructions for this stage of the Organization Change System, instructions can be found in the *CapacityWare*TM Administration Manual, at the cover. Stage 1 is characterized by the following emphasis:

- a. Respondent Data.** Enter the appropriate data for at least the change agent teams and other that will be participating in early on Events.
- b. Demographic Files.** Establish the Demographic protocols that will be required when the system accepts data.
- c. Event Records.** Establish and maintain Event Records for initial Events so that a clear track record of attendance and activity can be developed.
- d. Attendance Records.** Use the systems e-mail to invite participants, and initiate and maintain attendance records for each Event. Use Attachment 1.1. Provide participants with transcripts of participation to send the message early that accountability will be emphasized. Without this early sense, participation will be happenstance at best.

5. Attachments. Attachments, when completed, provide users with essential records that reflect the status of tasks that are recommended for all change efforts. Each client organization is different, however. Users are encouraged to modify the content of each Attachment to suit local needs.

- a. 1.1.1 - Pre-engagement Assessment.
- b. 1.1.2 - Attendance and Synopsis Worksheet.
- b. 1.1.3 - Contracting Concerns.
- c. 1.1.4 - Decisions Worksheet.
- d. 1.1.5 - Organization Demographic Worksheet.
- e. 1.1.6 - Orientations Worksheet.
- f. 1.1.7 - Event Evaluation.

6. Literature for Publication. *QWLC* provides literature for publication by client organization in their internal media (newsletters, flyers, etc.). The following are suggestions for internal publication and are available at www.LTODI.com among the Literature for Publication.

a. "If you knew better, you'd do better. Right?" This article briefly covers the topic of an organization culture, how it is formed, and who "owns" it. Of greater importance is the description of how an organization goes about changing that culture to one that is more productive and stable.

b. "A Jury of My Peers." This article draws the parallel between typical organizational decision-making and the often life and death decisions that are made by juries. It will promote the use of more teams with decision-making authority.

c. "What Working Women and Men Want." Readers will be surprised to learn what the five most important work life issues are. The article makes the case that full participation in developing work life benefits is the surest way to achieve those benefits.