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Tab Description and Outcome(s)

Cycle 1 - The First Year

1. **CapacityWare™ Software.** Changing an organization significantly is a complex undertaking that takes time and human resources to accomplish. The **CapacityWare™ Software** that is integral to this change initiative is up to the task of collecting and offering critical information so that change agents can effectively "lead, manage, and supervise" the workforce while it provides customer services AND develops and recovers the capacity it needs to grow appropriately.

OUTCOME: Access to readily available data that can/does impact capacity development and recovery decisions.

2. **Evaluation Model.** The Evaluation Model supports a continuum that spans conditions from pre-change to post change and incorporates Events between the two. Understanding the model will allow users to properly evaluate the programmatic/systemic success under all conditions.

OUTCOME: Engage in a timely influence of actions that meet a chain of outcomes that begins with the individual and ends with the customer-base.

3. **Change Agent Roles.** Everyone in an organization has a role to play in a change initiative. Some are primary to success others are ancillary. But if over-the-top-success is to be achieved every workforce member must take part. It is critical for everyone to understand why the change is essential to the organization, who is supposed to be doing what, and when the roles are supposed to engage is critical to the achieving the desired results.

OUTCOME: Know and effectively engage in interactive change agent roles that result in the desired changes to meet workforce and customer-based needs.

4. **Capability versus Capacity.** When organizations fall short of their objectives, it is most likely that capability and capacity are out of balance. Capability is what the organization delivers to external customers for a price. Capacity is the internal ability to find and fix problems that get in the way of that delivery. Understanding the difference between the two and balancing the requirements of each is essential to long-term health of the organization.

OUTCOME: Prioritize an effective balance between capability and capacity that delivers stable extra-ordinary external customer-based work while sustaining internal workforce goodwill.

5. ProZones. A *ProZone* is the overlapping space between two or more Venn diagrams within which cultural capacity resides and which define the potential of the relationship. Understanding the potential of a *ProZone* is important so that cultural capacity can be developed or recovered for the advancement of organizational vision.

OUTCOME: Recognize and prioritize individual needs as the leverage strategy to develop and recover capacity.

6. RGB Technology. The RGB Technology identifies three requisite tendencies that people bring to their work and the implications those tendencies have on the work dynamic . . . so that people and tasks can be combined in an effective *ProZone* to do more productive work with greater predictability and enhanced synergy.

OUTCOME: Engage individual styles as a significant influence multiplier in getting work accomplished.

7. Organization Transitions. It is realistic to conclude in this day and age that all organizations are always in a state of transition. Many transitions are minor, others are catastrophic. Understanding the implications of transition and managing the transition period (especially during periods of overlap) becomes essential to sustain stability and optimize resources - especially human resources.

OUTCOMES: Recognize the impact of change-transition and how to recover from productivity and performance decreases as they occur.

8. Organization Realignment Model. Organizations are aligned in three connected levels Work Regimen, Strategy Bridge, and Beliefs Set. All levels must be congruent and reinforcing of the other layers for the organization to perform to "Ideal" standards. Understanding this Model allows users to develop optimal performance among disparate work groups and teams.

OUTCOME: Influence workforce commitment toward long-term vision by crafting strategies and designing tangible work to get there.

Cycle 2 - The Second Year

9. The Cultural Change Cycle - BRES. How to accelerate the change of organization cultural capacity by adjusting four dynamic elements . . . so that improvement can become deliberate rather than accidental.

OUTCOME: Know and intentionally leverage the evidence needed to martial workforce commitment and LMS credibility.

10. Learning Styles and the Adult Learning Model. For any organization to improve, members must "learn." This includes both individual learning, and organizational learning. The two perspectives in this model set promote both. Applying the full range of these models will consistently enable people to learn and apply what they have learned to improvement initiatives. This model incorporates the reality that, "knowing better does not translate into doing better."

OUTCOME: Understand that dysfunctional learning happens and that positive learning is more difficult when it has to "undo" the dysfunction before it begins to apply a new, better direction.

11. Pinch-Crunch (Planned Renegotiations). In any complex organization potential conflict between people and priorities is a constant distracter. The "pinch" is a minor situation that often gets overlooked (unfortunately). Typically, the "pinch" becomes a "crunch" when it can't be tolerated any longer and must be resolved. Understanding the necessity for and process involved in planned renegotiations restores accountability and stability to an organization that is often riddled with lack of consequences.

OUTCOME: Achieve a reversal of a potentially unsatisfactory result that all processes and functions will eventually decay and fail if not corrected when quickly

12. Organization Change System - OCS. The ten sequential stages that help organizations change to higher capacity organizations are fully described ... so that essential steps in the sequence of activity strengthens overall results. The 10-Stage system of change often progresses within specific cycles of change (sometime annually) so that predictable results can be achieved. Understanding the Stages and Cycle is critical to achieving reliable results.

OUTCOME: Continually apply a "system of change" to accomplish desired capacity levels.

13. Smart Tailoring and Band Technology. The five levels of engagement capacity that members of an organization occupy ... so that strategies can be developed and implemented to move a vast preponderance of the workforce to an "ideal" capacity. Understanding the outlook from each Band of workforce population enables change agents to better design and implement reliable measures to overcome deficiencies.

OUTCOME: Recognize and apply development/recovery efforts based on participant realities rather than use a design that groups all participants into a single mold.

14. The Work Model. There is a relationship between the five elements of work that enable change agents to more effectively establish priorities to achieve optimum organization results.

OUTCOMES: Select and assign individuals to work-teams based on shared priorities that have a potential of synergy.

15. The Basic Model. The requisite cycles of organizational development through four sequential paradigms (view of the world around us). Every paradigm is populated with members of the workforce, often in competition with each other for what they believe is the next best step to achieve their desired outcomes. As change agents develop and appreciation for the model and an understanding of how to "move" these populations from one paradigm to another - effective change happens.

OUTCOMES: Engage strategies to sustain the workforce in the most productive paradigm of for the longest period of time.

16. Win/Lose. Everyone acknowledges a strategy for achieving results that benefit them and their organization. Unfortunately, individual strategies are often contrary to the best interests of others upon whom organization success rests. As change agents' work to achieve overall results, they will be most effective if they understand and capitalize on these individual strategies.

OUTCOMES: Recognize and adjust strategies to achieve a win/win with the application of influence rather than authority at every opportunity.

Cycle 3 - The Third Year

17. The Unifying Human Systems Model - UHS. Understand the ten interactive elements of living systems ... so one can better determine the systemic affect of influences on the system, including their own influence while integrating the system.

OUTCOME: Select and focus on what can be leveraged to bring about desired changes, but continue to attend to the higher order of the system at all times.

18. OCS - Nested Outcomes. Outcomes are spelled out in seven "nested" layers so that each one will reinforce the next. Attempting to change an organization's cultural capacity by focusing on the right outcomes or the right sequence of development and recovery will yield the most desirable results.

OUTCOME: Know the reasons WHY doing "change work" is being done at a minimum and acknowledge that there may well be additional reasons.

19. OMR⁴. How to quickly and confidently plan for improving the human response to change initiatives using six interactive elements ... so that the organizational response to change can be consistent in the midst of chaos.

OUTCOME: Understand and engage the simple "track" of planning for improved long-lasting change.

20. Laws and Principles. The natural world offers a variety of laws and principles that govern how conditions unfold toward a resolution. If change agents have an understanding of how these same laws and principles apply to organization development, they are better prepared to design courses of action that take advantage of requisite momentum when possible.

OUTCOME: Understand WHY and heed the warnings that some things cannot be ignored because they are important and must be incorporated/accommodated while going through the change process so as to stabilize culture and provide needed "hope" that conditions will improve.

21. Inclusion, Control and Openness (ICO). How to involve people appropriately in cultural change initiatives affecting them by planning three levels of increasing group performance ... so that individual contributions can be maximized.

OUTCOME: Learn how to apply universal and sequential individual/group needs while designing and implementing change in any complex organization.

22. Patterns of Influence Model - VAK. How people store and access their organizational learnings in three universal categories ... so their best attributes can be marshaled intentionally when and where they are needed.

OUTCOME: Effectively influence the decisions of others without needing to draw on position authority or manipulation methodologies by tapping into universal and reliable decision patterns.

23. Scan, Focus, Act, React. Behavior is observable and is the results of a thinking process. To change behavior, one must understand the thinking that produced the outward and observable behavior. This model helps users understand behavior at a root cause so that appropriate actions can be designed to alter thinking - beliefs, if possible.

OUTCOME: Intentionally apply a natural interactive thinking process to relationships that dramatically improves performance and productivity.

24. Triage and the Situation. An organization's leadership is primarily (but not exclusively) responsible for the conditions that prevail. Conditions follow a specific "cycle" that is measurable and therefore predictable. Understanding this "cycle" affords the user a powerful advantage in adapting the needs of the organization thereby shorting dysfunctional portions of the "cycle" and lengthening the more positive periods.

OUTCOME: Apply only as much "pressure" to bring about change as the system can absorb without doing greater damage than good.

25. Return-on-Investment. Change is fueled with resources; the focus of which is time, people, and money. Organizations can expect a return on these investments and can measure to determine the rate of return in concrete terms. With this knowledge, decision-makers can configure strategies to maximize organizational benefit.

OUTCOME: Know and adhere to the realistic limits of financial constraints as you design improvement efforts. Know when to hold 'em, and know when to fold 'em!