

## Stage 10. Evaluation, Adjustment, and Closure

### A. Overview.

1. **Outcomes.** Stage 10 achieves five outcomes.

a. **Process Effectiveness.** Determine the effectiveness of the process.

b. **Implementation Effectiveness.** Determine the effectiveness of implementation operations.

c. **Technical Improvements.** Implement adjustments in the process that improve performance.

d. **Determine Change Agent Effectiveness.** Determine the effectiveness of the change agent team and team members.

e. **Closure and/or Shift.** Bring the cycle to closure or shift to a new system.

2. **Scope.** The final Stage is more about organizational learning and the products that emerge from that learning than anything else. It is the final opportunity for the change agent group to look back and determine what will be done differently in subsequent cycles.

### B. Methodology.

1. **Comprehensive Cycle Evaluation (Event).** In the previous Stage, the user measures the effectiveness and efficiency of implementing recommended solutions that have emerged from the use of this Organization Change System. In this Stage attention shifts to an evaluation of the Organization Change System itself: "What have we learned? What can be improved?" The Organization Change System has evolved over a twenty-year period into a highly effective cultural capacity recovery and development system because of this Stage. With this comprehensive evaluation process to help determine the most effective and efficient methodologies to use at each Stage, the system has grown to one of the top leadership and program management systems available. The use of *CapacityWare*<sup>™</sup> is that part of the system that serves the dual master, short-term problem solving AND long-term capacity recovery and development. If accurate and complete records are maintained, a comprehensive evaluation is far more easily accomplished.

a. **Roll up and Review Evaluations from Each Event from All Stages.** Standard practice requires that participants at all Events be invited to complete a written

Evaluation that includes a numeric score (using the standard 0 to 9 scale). Evaluation results are reviewed by the Event Team, the Client Intervention Team, and is typed and returned to participants as a part of the Event follow-through. This information lends itself to a review "by Team composition" to help determine those that work best together. In this regard it may also help Team members join with someone that has a specialty that another needs to learn. Reviews can also be undertaken "by Type Event" so that, for example, the learnings from one Team conducting a Coaching Lab can be quickly accessed by others who have a Coaching Lab scheduled. Prompt reporting is an essential ingredient in a healthy information exchange of this type. In Stage 10, these participant feedback records are reviewed to determine the effectiveness of the entire cycle. Responses will be from individuals sharing a specific client culture and may provide insight into further iterations of the cycle with the same client, among other insightful learnings.

**b. Complete "Change Agent" Evaluations.** Evaluations from participants are important, but the cycle evaluation process must also include feedback from those internal client sources who are helping to manage the Stage, and who may be learning how to conduct internal operations. This depth of evaluation provides insight into support activities that take place before, during, and after the Events from which participant feedback is obtained.

**c. Post Event Participant Feedback.** In some cases Events can effectively be evaluated, not by what occurs during the Event, but additionally by what takes place following the Event as participant learning turn into new observable behaviors. Post Event participant feedback ought to be completed when new behaviors must be exhibited by participants, or when some specific follow-through action(s) must be taken that would be apparent to the workforce. Evaluations from participants would act as a confirmation that something had happened that would not have otherwise happened because of the Event being evaluated.

**d. Post Event Workforce Feedback.** When significant innovations are undertaken (See Stage 9.B.5.c.) it is prudent to collect Metric data that will help determine if the workforce recognizes the change as connected to the workforce survey they used as a vehicle to call attention to the need for the change. If this connection is not made, the workforce may be confused about the change and resentful over what they believe will be management misuse of information provided to them by responsible workers. Closing the information loop only makes prudent sense.

**e. Integrate Intervention Results with Parallel or Concurrent Interventions.** A review of Evaluation data will enable users to determine if current feedback will enable them to make immediate improvements in other interventions (either same or different organizations) that will improve results. Experience in large complex organizations reveals that organizational behavior is the same or similar in organizations that share core culture issues. Learnings that generate an improvement in one organization must be used to improve change technology across the board.

**f. Identify "Unforeseen Conditions" for Further Cycle-Adoption Study.** Whenever unforeseen conditions present themselves, the user must consider that this condition may not be isolated, but may be a part of a trend influenced by the environment that will be

encountered again. If this is the case, the unforeseen condition may provide the springboard for inclusion of the condition into the Organization Change System mainstream. This may be particularly true when one considers the rapid pace at which technology is driving change in areas adjacent to those that it impacts.

**g. Cycle Evaluation.** A comprehensive cycle evaluation is recommended at the clear conclusion of each full cycle iteration. Attachment 1.10.1, Cycle Conclusions Assessment, is an ideal format within which to frame an evaluation.

**2. Create Best Practice Literature/Documentation (Events).** This part of the Evaluation focuses on the Applications used. When the organization learns what applications work well and what applications do not work well, the *CapacityWare*<sup>TM</sup> Administrator may trigger the creation of Best Practices (stored within *CapacityWare*<sup>TM</sup>) and prompt the potential authoring of Case Studies that will facilitate others in their organization in organizational learning. When modifications are made in the Applications, it is also likely that corresponding shifts will be made in the other supporting elements of the Technology.

**a. Create Best Practice and Case Study Literature.** In Stage 2.B.5. The Data Collection Team may be asked to link and/or create Best Practices to/for potential survey results. Best Practice records may also include Case Studies or other reading materials as part of the learning process for users. During the Evaluation Stage, users are encouraged to develop an imagined connection between what happened and what might have happened if a specific piece of technology had been available on time. Armed with this insight, the user may then develop and link added resources to cover more contingencies than might have otherwise been covered.

**b. Publish Results.** Once developed, the results must be incorporated into the system, both software support and web resources for those who have used the system previously or are affiliated as Organization Change System users.

**3. Update Technology (Events).** The *QWLC* Technology is comprised of the following: literature (manuals, and materials available on our web site, etc.), applications (actions to take and Events to complete by participating change agents), software (*CapacityWare*<sup>TM</sup>), and related media (web, video, etc.). Throughout the Stages of this Organization Change System *CapacityWare*<sup>TM</sup> prompts users for information that can result in improvements to any or all of these elements of this Technology. During the Evaluation Stage, users are asked to review documentation from the *CapacityWare*<sup>TM</sup> records and recommend specific changes that will improve effectiveness and efficiency.

**a. Update/Upgrade Software.** For those client users who desire it and are eligible, *CapacityWare*<sup>TM</sup> updates (new client and user data) and upgrades (improved versions of the software) will be made available.

**b. Update/Upgrade Literature (and related Media).** Before offerings occur, current literature is updated and new materials are written to support the changes being made.

**c. Update/Upgrade Applications.** An application is an Event or exercise design/agenda. As lessons are learned through the Evaluation cycles, existing applications are adjusted or new application offerings are made. Users have a wide range of potential designs from which to choose when developing Events for their organizations. All designs are web-available.

**c. Integrate Results into On-going COMMON-ITEM Data Study.** Certain pre-identified items appear to be routinely selected by Data Collection Teams. *QWLC* integrates newly acquired data from each intervention that applies into COMMON-ITEM results so that further analysis can be completed and made available to client organizations and users in general.

**4. Publish Learnings/Advancements - Expand the Market (Events).** Whether users are internal members of a change facilitation effort or external consultants, the intention is the same or similar. When the user discovers an improvement, there is a commitment to share that learning with other users who will benefit. Publishing improvements may be confined within the client organization, or it may expand to all other or selected *CapacityWare*<sup>TM</sup> users as appropriate. *QWLC* maintains an easily accessible gateway for users to post Best Practice suggestions on its web site for this purpose.

**a. Broadcast Specific Learnings to Benefit Clients.** Informing potential users may be as simple as a brief e-mail message, or as elaborate as delivering a multi-media product via Express Mail! The point is a simple one - as discoveries are made, inform those who can benefit from them. *QWLC* believes strongly that our classical organization development domain can be and must be deliberately improved by those who practice deep change management. This includes presentations at professional organizations and publishing materials that will benefit understanding of change technologies.

**b. Revisit Market Opportunities.** As advancements are made, it is reasonable to inform those who may not be clients or users but who may see the advantages of advancements and become users as a result. We would like to think that clients are more receptive to working with a true "learning organization" than not. *QWLC* web sites afford clients the opportunity to post and thereby broadcast learnings of this nature to other users of this Organization Change System. Visit [www.ltodi.com/Best\\_Practice\\_Suggestions.htm](http://www.ltodi.com/Best_Practice_Suggestions.htm) to provide information directly.

**5. Create Closure (Events).** The Organization Change System may remain in continuous cyclical use, or it may provide assistance in a single-cycle engagement. Whatever the application, the Teams require an opportunity to come to closure with the efforts they made, to achieve a higher capacity for their organization. In keeping with the learning focus, Team

members also engage in activities that improve the Evaluation Stage. In addition, some standard end-of-the-engagement processes are required to archive some documents, and destroy others in accordance with guidelines.

**a. Engage in an Engagement/Intervention Clinic.** Event Clinics are commonplace. At the conclusion of the engagement/intervention cycle, the Intervention Team **MUST** also complete a Clinic that results in learning from everything that has transpired both with the client and among the *QWLC* staff and team.

**b. Archive Data.** If the intervention is complete, archive the data and documentation specific to the client. Some data may have ongoing potential use and cannot be destroyed with other documents. These may be retained indefinitely.

**c. Source Document Destruction.** Many of the source documents used to collect data from client organizations can be destroyed shortly following data entry. Some of these documents may be retained beyond their immediate use, and will be archived accordingly.

**d. Shift Theme.** It is entirely probable that at the conclusion of the first cycle, the next cycle will begin immediately. The Theme may stay the same or shift to a new Theme based on what has been learned. In any event, continuation is entirely probable. Users may also expect that there will be a lag between cycles or simultaneous cycles undertaken at different Stages of progress concurrently. Modifications to the second and subsequent cycles will be required to maintain continuity without unnecessary redundancy.

**e. Celebrate Successes and Learnings.** Certainly introspective celebration is appropriate and encouraged. An outward Event that allows Team celebration is also appropriate. This can be done internally or involve internal and external change agents at an off-site location. Organizational change is difficult and those who undertake it need to support each other in these endeavors.

**f. Closure.** It is sometimes difficult to end a relationship that has proven to be nurturing and sometimes dependent. Change Agents often invest heavily of themselves as they help others go through the change cycle. The *QWLC* experience is deep and difficult to turn away from - but closure must be achieved so the next client can be served completely and with a full measure of commitment.

**6. Client Cycle Evaluation.** The need for a final cycle evaluation is simple. The client data and information delivered thus far has included each of the "pieces" that sequentially completed each Stage. This evaluation will cover how the entire sequence of Stages was handled by the client organization in concert with the expectations outlined at the outset - Stage 1 meetings. It is entirely possible for responsible members of the organization to each do their part without being in concert with each other. When this happens, less than optimum results are achieved. If the cycle has progressed well, a recycle will be in order. If the initial cycle does not go well, it is possible for the cycle to be concluded rather than continued. In either case, the client deserves a final report that outlines everything of significance that happened or failed to

happen. The final cycle report format will follow the same outline contained in the Attachments to Stage 1. See Attachment 1.10.3, Client Cycle Report, for an appropriate format.

## 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 10 recommended readings are:

**a. Harvard Business Review on Organizational Learning**, copyright 2001, Harvard Business School Publishing Corporation, Boston, Massachusetts

**b. Learning as a Way of Being**, Peter B. Vaill, Copyright 1996, Jossey-Bass Publishers, Inc., San Francisco, California

**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. Process Evaluation.
- b. Team and Issue Resolution Evaluation.
- c. Process Adjustment(s).
- d. Learning Exchange.
- e. Develop Closure.

**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 Materials" and significant documents that explain features of the system in depth. They are primarily used by members of the change agent team.

- a. Evaluations.
- b. Best Practice Documentation.

**4. CapacityWare™ Organization Change Cycle - Stage Instructions.** At each stage of the Organization Change Cycle, *CapacityWare™* 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™* Administration Manual, at the cover. Stage 3 is characterized by the following emphasis:

**a. Summarize Event Participant Evaluations and Clinics.** All Events that have occurred during the cycle being evaluated can be summarized to help determine effectiveness. Both numeric and narrative evaluations are readily available in *CapacityWare*<sup>TM</sup> if the system has been maintained throughout the cycle period.

**b. Preparation for and Archival of Client Files.** The *CapacityWare*<sup>TM</sup> Administrator may archive electronic files that are of low use. It is recommended that these files be archived to an appropriate media that will make retrieval possible if the need ever arises.

**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. 1.10.1 - Cycle Conclusion Assessment.
- b. 1.10.2 - Technology Update Summary.
- c. 1.10.3 - Client Cycle Report.

**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](http://www.LTODI.com) among the Literature for Publication options.

**a. Celebrations Recognize Progress.** Certainly individuals and teams deserve recognition and reward for exceptional achievement. Whole organizations also deserve recognition for going the extra mile as well. The reward may be monetary, or it may extend to a simple recognition that manifests itself in other visible ways. This article addresses the notion that the entire organization can pause to celebrate an achievement associated with a cycle completion and the acquisition of new learning that help customers and the workforce alike.

**b. Looking for the Next Challenge.** High performing organizations no sooner finish one difficult task than they begin the search of a new challenge. This article refocuses the workforce on the next challenge, what4ever it might be, as the single characteristic of high performance.