Stage 5. Organization Feedback and Team Recruitment

A. Overview.

1. Outcomes. Stage 5 achieves four outcomes.

a. Feed Back Data. Return data collection results to the respondent group from which it was gathered in such a way that it enhances follow-through activity and influences future data collection efforts in a positive way.

b. Recruitment. Recruit additional members to engage in follow-through team activities as a means of further energizing the workforce toward improved cultural capacity.

c. *CapacityWare™* Installation. Install ***CapacityWare™*** for use in viewing data collection results and as a assistance to change agents who will move forward with critical change initiatives.

d. Individual Feedback. Provide individual feedback to those who have asked for it specifically in such a way that confidence in anonymity is maintained and positive shifts are promoted.

2. Scope. This Stage emphasizes the return of data to those who were invited to generate it through responses to data collection instruments. The Diagnostic Report and Follow-through Manual and associated "extracts" provide sufficient analysis and synthesis that the data is characterized by meaning and sufficient priority to compel corrective action. This Stage is intended to return the data to the full depth and breadth of the organization structure within a one or two day period; Data Fairs and individual feedback distribution may continue over the next several weeks, however. It is not the intention to examine fully the implications of data results during this Stage. That will be accomplished during Stage 6. Approximately one month will elapse between this and the next Stage so that members will have the opportunity to read and come to understand the data.

3. Scenario. The data collection effort continues to be fresh in the minds of respondents when feedback begins. Every effort is made to prepare feedback quickly to take advantage of the momentum created during the data collection period. In all likelihood the Data Collection Team has worked hard to stimulate interest in both taking the instrument and in being able to view the results. Some have asked for individual feedback and there may be some anxiety about the results. Those who have been candid on the instrument may wish they had not been so forthright and thereby have some fear of retribution. Others may look back at the missed opportunity with some guilt for having withheld information that could be useful. These negative feelings associated with feedback often characterize the first and second cycles, but begin to evaporate as the organization learns to use data results to genuinely improve conditions. This system of change, when applied as intended, demands two extremely important features be applied: that the Data Collection Team see results before the entire management team, and that the entire organization get to examine the data in detail as quickly as possible. These two features may cause additional stress. The rationales for these features separate this system of change from most others. Both are intended to restore credibility to the data collection effort and increase ownership across the entire organization for change initiatives that follow. Those who have completed the Facilitation course or Change Agent orientation courses as a part of the change effort will become available during this Stage for assignments. Finally, this Stage is characterized by the final wave of installation and use of ***CapacityWare™*** software, a package that will assist with understanding the data, and help change agents move forward with improvements that respond to workforce needs surfaced in the results.

B. Methodology.

1. Sponsor/Client Feedback (Event). When working with larger organizations it is common for the chief executive officer to be somewhat inaccessible. Pressing conditions often prevent quality interaction prior to feedback - this may turn out to set the stage for a difficult situation. Generally, the more inaccessible the chief executive, the more "detached" from front-line frustrations they tend to be. This results in a disbelief in the credibility of data during feedback and a tendency to deny that deep issues need attention. Never the less, the first feedback session(s) will include the sponsor/client and anyone he/she desires to have present. This private meeting will also allow the sponsor/client to ask for and receive answers to specific questions concerning the survey results. Naturally, ***QWLC*** Teams will not divulge confidential information nor will the rules of anonymity be broken. If the Sponsor is present, it is likely that he/she has not been deeply involved in the process to date and may have additional questions. The client, on the other hand, will have been involved in several events and is more likely to be informed of the project details.

a. Background Presentation. All groups and individuals that receive feedback will require a brief background or introduction to the events leading to this feedback. After the first cycle, the group may also include reference to previous data collection results and trends that have been worked on since the initial and/or last feedback sessions. This can be accomplished, in part, by a read-ahead package if desired.

b. Report Presentation - Client (Event). Normally, the client Diagnostic Report and Follow-through Manual is used as the outline for this presentation. Those receiving the Report will need time to digest the material contained in the document, so this presentation will cover the most significant information contained in the document, not the entire content.

c. Report Presentation Preview - Organizational. Following the presentation to the Sponsor/Client, review the subsequent presentations that will take place during the remainder of the Feedback Stage, and briefly cover the remaining stages of the Organization Change System. It may be appropriate to conduct this session in the room set up for Data Fairs so that the Sponsor/Client can get a first-hand feel for what that event will be like.

d. Present and Solidify Recommendations. Both Attachments 1.4.3, Strategy Scope Worksheet, and 1.4.4, Final Authorities to Advance, embody critical steps toward an "Ideal" organization capacity. These are presented to the top leadership as a means of achieving forward direction to the change effort. If accepted, these recommendations will be used in the remainder of the feedback sessions. If approval cannot be obtained during this meeting, a tentative approval must be sought to show these recommendations as delivered but "unaccepted" as of the date of feedback.

e. Report Presentation - Individual. Members of the Leadership Team have been coached to provide either their name or an identifier and request individual feedback. At this time individuals can receive individual feedback and engage in a brief coaching experience to help them understand the implications of this data. In addition, note the availability of Multi-source Feedback options built into the Organization Change System. It is desirable to obtain the permission of both Sponsor and Client to be able to show their Individual Feedback (Red Line) results to other groups when it will serve a legitimate comparative purpose.

f. Next Steps. Most Sponsors/Clients will also want to know what will be expected of them in the days and weeks ahead. This is the perfect opportunity to provide an outline of their involvement over the next 30 to 90 days. Releasing the data is the beginning rather than the end. The whole data collection and feedback process is undertaken to prepare the organization for the changes that are surely to come. Ideally, the Sponsor and Client will be involved in specific Events to assure the message is clear - "We intend to improve our effectiveness and efficiency (capacity) for the good of the organization and the future of those who work here and those we serve!"

2. Data Collection Team and/or Survey Design Team Feedback (Event). The second feedback session includes the Data Collection Team. This group has been close to the survey creation process since inception. Remember that one of the criteria for being selected for this Team is being a non-supervisor and being potentially skeptical of management's willingness to take workforce feedback into account in future decisions. In most cases, the members of this Team are seen as a reliable source of information from among those in lower Bands, particularly Bands D and E. This feedback offers proof that the rest of the organization is getting the same information as the sponsor/client. In almost all cases, members of the workforce tend to be skeptical that the survey will make a positive difference. Many actually believe that the external consultants are remiss in reporting the data as provided by the workforce. This session begins the trail of evidence that this survey process is different and open.

a. Background Presentation. The Data Collection Team and/or Survey Design Team need a slightly more focused background or introduction. They need a reminder of the activities and commitment of their group specifically. They also need to be reminded that this event immediately follows the Sponsor/Client presentation for a reason. The rationale is to provide evidence that the Report they and the other members of the organization will receive is the same as the Report that was provided to the top leadership and management, and that it will be the same report received by those having subsequent feedback sessions.

b. Client Reaction. All Data Collection Teams want to know about the reaction of the Sponsor/Client to the Diagnostic Report and Follow-through Manual and to the process in general. The ***QWLC*** Team must be as candid as possible, even to the extent of using specific language. An ounce of sincerity is worth a ton of talk in this case. In some instances the

Sponsor/Client team has requested that feedback be completed with all members of the workforce together at one time. This can be done to achieve a highly positive impact, but is not recommended. If the Sponsor/Client originate the idea, it is entirely workable, however.

c. Report Presentation - Client. The same presentation outline used for the Sponsor/Client Event can be used here so that the Data Collection Team will get the same information, in the same sequence. It will also help the ***QWLC*** Team remember some of the comments and questions made during that presentation so that those insights can be passed along.

d. Report Presentation - Organization. If there are variances between what was presented to the Sponsor/Client and the remainder of the organization, they can be highlighted here. The Data Collection Team must be in the know about what has happened and what is expected to happen, as they are the primary conduits of "real information" flowing to lower-Band members of the organization.

e. Report Presentation - Individual. Those on the Data Collection Team that have requested Individual Feedback will be able to receive it at this time. Under ideal conditions, the members of the Team would be able to share their results with each other and talk about one or two of the items that may have the greatest disparity.

f. Next Steps. Data Collection Team members are reminded at this time that their services may not be complete. Normally, the investment made by Data Collection Team members is significant to this point and they often prefer to continue in service on some of the Teams yet to be formed.

g. Assistance at the Data Fairs and Data Breaks. The immediate concern will be the use of Data Collection Team members during the upcoming Data Fair(s) or Data Break(s). Their role will be to encourage people to attend, help them understand the data, answer questions about what happens next, and encourage members of the workforce to volunteer for Team(s) that will be formed in the near future.

3. LMS-I Feedback (Event). Third, members of the Leadership, Management, and Supervisory groups receive the data along with their individual feedback, if requested. The ***QWLC*** Team is careful to report to this group the reactions of both senior leadership and the Data Collection Team. It is important for these individuals to know what has already been discussed that might impact them. In some cases, the senior leadership and Data Collection Team are included in this presentation to emphasize that the data speaks with a single impartial voice. Having those with supervisory authority "on board" with organizational change is difficult but essential for success. It is often true that the groups most resistant to change efforts are located in the "middle" of the structure, not at the top or at the front-line. Middle management is the single most difficult group to sway in favor of change, and often outwardly resistant to the involvement of their subordinates in the change process. It is imperative that middle managers be given key roles in the change effort and called upon frequently to report progress impacting their areas of responsibility.

a. Background Presentation. Most individuals having authority (leadership, management, and supervisory) in any organization are under a lot of pressure to perform and are held accountable for the performance of others (a daunting responsibility). This group tends to have greater anxiety about client Diagnostic Report and Follow-through Manual feedback than any other and must be treated with caution so that they do not unnecessarily take full responsibility for the condition of the organization. It will also be important for this group to understand that broad organization-wide corrective actions based on workforce survey results will be chartered by the Sponsor/Client and that they may also charter specific work within their realm of authority (See Attachment 1.4.4, Final Authorities to Advance). This and other points are contained in the PowerPoint® presentation used during the introductory part of this session(s).

b. Report Presentation - Client. The presentation of the client Diagnostic Report and Follow-through Manual is, in many respects, identical to the presentation received by the Sponsor/Client. The follow-on release of information that pertains directly to the demographic organizations represented in this group turns attention immediately from the whole organization to that part of it under the authority of each individual in the room.

c. Report Presentation - Organization. Once the overview information has been presented concerning the whole organization, materials are distributed that pertain specifically to each organizational demographic represented by the survey. These packages (sometimes binders) augment the materials in the client Diagnostic Report and Follow-through Manual. In many cases, these materials are incomplete and will be augmented when follow-on visits (mini Coaching Labs) are conducted for each organizational element. These Labs are often completed using internal facilitation resources.

d. Report Presentation - Individual. Those who have requested Individual Feedback will receive sealed envelopes containing that information. A brief presentation will provide the meaning of the Profile contained in the envelope and an invitation for individual coaching on this topic from an internal facilitation resource.

e. Next Steps. As with other groups, the presentation will include a "next steps" element that informs participants of the follow-on activities in which they can expect to be involved. This includes, but is not limited to their role in the Data Fairs, Coaching Labs, Team formations and deliberations, Recommendation Implementations, and Evaluation.

f. Install Remaining *CapacityWare™* Software or Upgrade/Update. A final activity will involve the installation of ***CapacityWare™*** software for those who have not already had it installed. In all cases, the upgrade of the software (when not already upgraded) and the updating of the client data files will be completed. See Attachment 1.5.1, ***CapacityWare™*** Update/Upgrade Checklist, as a means of assuring that essential files will be configured properly prior to delivery.

4. Data Fairs and/or Breaks (Events). The final session(s) includes the opportunity for everyone in the workforce to view the survey results and receive individual feedback if initially requested. In some cases, groups are scheduled to participate in a "briefing" and have the data available "on the walls." In other cases, a room is reserved for one or more periods of time during which workforce members can examine the data and have questions answered. These opportunities develop broad workforce ownership in the level of difficulty that lies ahead as the organization commits to taking concrete actions needed to overcome shortfalls. Some organizations opt not to undertake this type of workforce involvement and deprive their organizations of potentially profound commitment to change deep into the organization structure. This level of potential vulnerability normally provides the workforce with tangible evidence that the decision-makers are committed to the change process.

a. Background. Over the two-week period before the date of the first Data Fair or Data Break, LMS augmented by the Data Collection Team will be broadcasting an invitation to the population of the organization. The Data Fair(s) or Break(s) sessions are central to the evidence trail that the organization is committed to change efforts that serve the workforce as a whole. On the day and at the times of the Data Fair(s) or Break(s) supervisors must encourage members to attend and remind them that if they asked for Individual Feedback it can be obtained at that time.

b. Generic Individual Results. Every member of the organization will have an envelope available that contains generic individual results. Normally, the minimal item in the envelope will be the Executive Summary. Additional items are likely to include UHS Profiles, Survey Item lists, and Trend Towers along with Interpretation Guides for those documents. Any envelops unclaimed by the end of the Data Fair are distributed directly to the employees unless they have left the client organization entirely. It is recommended that distribution be made through the postal service as opposed to internal distribution channels to assure anonymity.

c. Overview Presentation - Executive Summary. Some configurations provide for an on-the-hour presentation of results while other organizations simply prefer to let members of the workforce "wander" around the space set aside for displaying the data and reading those passages of greatest interest. The formal presentation of data will generally follow the same sequence that the Sponsor/Client feedback followed, yet the presentation is likely to last for only a brief period so that participants can "wander."

d. Individual Feedback. Those who have requested Individual Feedback will also be able to request and receive a sealed envelope that contains that feedback. These envelopes are passed hand-to-hand or mailed (when requested - to a non-business address) to assure that only the person requesting the feedback is eligible to receive it.

e. Wall Displays. The ***QWLC*** Team along with members of the organizations internal Facilitation Team (when available) create wall charts for participants to view. The wall charts normally include:

? Explanation Guides.
? UHS Summaries for the whole organization.
? UHS Summaries for each major organizational or significant other demographic.
? Current and Past Trend Towers (Mean, Mode, and Narrative at minimum).

? Bar Charts and All In-line Comments.
? All End Comments.

f. Team Sign-up Opportunities. During the Data Fair(s)or Break(s) several opportunities will exist for members of the organization to "sign up" for service on a problem solving team. Some volunteers may designate which team is of special interest while others may only desire to sign up for whatever team needs their special talent. Attachment 1.5.2, Team Recruitment Register, may be used to record the names of those who volunteer.

5. Individual Feedback Distribution - Generic and Confidential. At the conclusion of the Data Fair(s) or Break(s), a responsible individual will take custody of all remaining generic feedback packages and assure their distribution to each member who has not received one. Confidential feedback will continue to be available when the individual makes their request known to ***QWLC*** consultants. Confidential feedback will be mailed directly to the individual's home address as provided by the individual.

6. Recruiting Team Members (Events). During organizational feedback is the optimal time to recruit potential Problem Solving Team members. These Events will likely not be the final invitation, but many a committed Team volunteer can trace their commitment back to Data Fair(s) or Data Break(s) participation. The Event is punctuated with signup sheets and other information that explains potential teams (See Attachment 1.4.3, Strategy Scope Worksheet) being formed to make concrete recommendations for improvement.

a. Data Delivery Sign-up. During data delivery is an ideal opportunity to invite Team participation. Many see the evidence they need concerning the seriousness of the task and will commit to Team participation if the sincerity of disclosure seems sufficient.

b. Open-season Sign-up. Someone in the organization (normally the HR Manager) may send out an "open season" notice to all eligible members notifying them of Team participation options. The invitation may be for general assignment or specific to the needs of a particular Team.

c. Individual Team Sign-up. Teams may also be responsible for their own Team recruitment. This ought not to be done in isolation, however. Teams may have a tendency to invite friends or limited perspective participants to join them when that may not be in the best interest of the Team outcomes. Normally, all Team assignment are "validated" by HR in any event to be certain that the most qualified are selected and that "bonus" involvement is not "awarded" to those who may otherwise be undeserving. If "favoritism" is an issue in the survey results, Teams must take extra precautions to assure it does not surface in conjunction with Team membership selection.

d. Subject Matter Expert (SME) Invitation. Teams or those who manage them must also consider the need for any Team to "DRAFT" or invite those individuals who are needed on the Team because of their special and narrowly available expertise. In some cases, these individuals may be asked to serve for the duration that the Team has been chartered. In other cases, the service may be limited to those meetings and projects that require their special expertise.

7. Advanced Materials Distribution within the Diagnostic Report and Follow-through Manual. The majority of materials needed as references for subsequent Stages will be included in the Diagnostic Report and Follow-through Manual. Typically, a 30-day period will elapse between data delivery and the first primary Coaching Lab. During this period, those who receive the Manual will be expected to meet with members of the workforce within their areas of responsibility to discuss the data collection results and prepare for the Lab. In addition, and if appropriate, minim Coaching Labs may be scheduled and completed so that a full grasp of the feedback implications is understood. Some (perhaps all) of those who receive the Manual will also be extended authority to advance in the process within their own domain. Although independent projects must be coordinated centrally to optimize organizational resources, much of the materials needed are available within the Manual. If internal cultural capacity facilitators have been trained, this ought to have been completed by the end of Stage 5. If it has not already been completed, the individual authorities may be handicapped until training can be adequately completed.

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 5 recommended readings are:

a. Large Group Interventions: Engaging the Whole System for Rapid Change, Barbara Benedict Bunker and Billie T. Alban, copyright 1997, Jossey-Bass, Inc. San Francisco, California

b. Open Book Management: The Coming Business Revolution, John Case, Copyright 1995, Harper Business, New York, New York

c. Age of Participation, The, New Governance for the Workplace and the World, Patricia McLagan and Christo Nel, copyright 1995, Berrett-Koehler 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. Feedback to Client.
b. Feedback to Data Collection Team.
c. Feedback to Management.
d. Feedback to Respondent Population.
e. Expand the Engagement by Recruiting Potential Team Members.

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 fits 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" are significant documents that explain features of the system in depth. Members of the change agent team primarily use these documents.

a. Data Fair/Break Charts.
b. Copies of the Diagnostic Report and Follow-through Manual Package.
c. Leaders, Managers, and Supervisors Guide.
d. Data Collection Team Guide.
e. Team Facilitators Guide.
f. Evaluation Cards.

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 5 is characterized by the following emphasis:

a. Attendance Records. It is important to identify, demographically, which parts of the organization participated in the data feedback. Before the engagement can proceed, top decision-makers need to know who is "on board" and who is not. This may not be the fault of individuals as much as it is the oversight of front-line supervisors.

b. Team Demographics. As people volunteer for Teams, the ***CapacityWare™*** Administrator may begin the collection of RGB data that will play into the selection process. In addition, it will be important to know the demographic dispersion of Team members across the organization.

c. Mini Coaching Labs. Once the initial data has been released, those with Authority to Advance may request a mini Coaching Lab for their particular area of responsibility. In this case, ***CapacityWare™*** Administrators will be required to prepare for these sessions.

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. 1.5.1 - ***CapacityWare™*** Update/Upgrade Checklist.
b. 1.5.2 - Team Recruitment Register.

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 options.

a. Change Can be a Good Thing. Once the organization has collected data from across the organization and fed it back, the next step will be to do something with it that will make a positive difference in capacity. This article is a brief introduction to the planning process and what might be expected from it.

b. When Everything is a Priority, Nothing is a Priority! Soon the organization will undergo a series of planning and development sessions designed to tackle the organizations top priorities. Some will wonder why their particular interests are avoided in this process. This article targets the notion of priorities and focuses attention on why some things have got to be more important. In an ideal world, everyone would win, but in the real world, we continue to depend on a critical mass of opinion in our decision-making (apart from safety and security concerns).