Stage 6. Coaching Lab and Planning Session

A. Overview.

1. Outcomes. Stage 6 achieves two outcomes.

a. In-depth Treatment of the Data Results. Provide a limited participation forum for an in-depth treatment of data collection results.

b. Initiates Core Planning. Initiate the planning process.

2. Scope. All data and some intuition are carried forward to the primary Coaching Lab to understand and accept the data as a credible foundation for planning, then to create plans that will achieve an improve capacity for the organization.

B. Methodology (Event).

1. Process Overview. Participation in Coaching Lab events marks the beginning of the second half of this cycle. This Stage begins to address the issue of corrective actions in a uniform application across the entire organization. There is an intentional time lapse between feedback of the data and the conduct of Coaching Labs and Planning Sessions. Typically, a single Coaching Lab and Planning Session will cover the entire organization, while mini Coaching Labs will be conducted at the department (and subordinate) levels. Subordinate Labs are normally conducted by the Facilitation Team or by Human Resource representatives. Invited participants are asked to review the data and come with questions that need answers or clarification. The invitation will also prompt participants to be ready to report on activities that they have undertaken or are about to undertake to remediate the conditions reported by survey results.

a. General "Organization Change System" Overview. To maintain perspective, review the Organization Change System to understand the significance of the Coaching Lab. This event is a bridge between an organization that has been "primed" for change and the initiation of Team activities that will convert member feedback to realistic progress toward organizational goals. This is a pivotal Stage.

b. Coaching Lab Perspective. Those invited to the Coaching Lab are: the organization's leadership, the guiding coalition, direct reports and other significant individuals, and the internal facilitation Team. Normally, the ***QWLC*** Team facilitates the primary overarching Lab while the internal facilitation Team will facilitate subordinate organizational mini Labs. The perspective here is that of the primary overarching Lab. The Lab is an opportunity for those in authority over the organization to craft a commitment that will satisfy the depth and breadth of the workforce - not an easy task to complete. Some Labs are scheduled for 2 hours, while others are scheduled for 12 hours. Our experience tells us that the longer duration Labs are likely to be more effective, especially during the first few cycles of this process. The short Labs are likely to resemble an expanded regular staff meeting and the focus is more apt to remain on each participant's functional area than on the organization as a whole. The later "organization as a whole" perspective is an imperative for all participants as all of the issues that will be discussed impact the entire organization during the primary overarching Lab. Dialog requires empathy rather than defensiveness, and collaborative forward thinking rather than a politically correct track.

c. Advanced Reading Requirements. Additional material that provides a deeper and different treatment of the data will be provided to invitees prior to the primary overarching Lab. These materials are often included in the Diagnostic Report and Follow-through Manual. This will be material that pertains to the entire organization and will help those present establish organizational priorities more effectively. These documents may include:

? The Client Diagnostic Report (previously distributed - bring).
? The Quality of WorkLife Financials Report.
? The QWLI Summary Report.
? The Demographic Count Report.
? The Periodic Event Activity Report.
? The Client Participation Report.
? The Comprehensive Indexes Report.

Those who have been invited to the Coaching Lab may complete Attachment 5.5.2, Coaching Lab Request and Follow-through Worksheet found in Tab 5, of the Diagnostic Report and Follow-through Manual. When these worksheets are received by the Coaching Lab Team Lead Attachment 1.6.1, Item Resolution List, can be completed as a means to preparing for Lab dialog.

2. Reviewing the Data. The Facilitation Team will respond to all requests for the clarification of data from participants. It is always advisable to conduct a mini data feedback to get everyone on the same "sheet of music." It will be desirable for significant "Wall Displays" created for Data Fairs and Data Breaks to be on display to help maintain focus. Before planning can begin, it must be apparent to most, if not all, participants that the data represents a valid foundation upon which remediative action can take place. The Team will address data trends that they recommend be considered for remediation. This is not intended to exclude tackling important issues, rather to insure that the right issues are tackled in light of gravity and resource availability. Often the participants will be divided on what is important and what is not. Too often the participants will struggle with issues that they believe cannot be resolved - issues of "pay" are often high on the list, for example. Some would avoid doing anything about pay problems because of the futility involved in this activity. Others would tackle pay issues from a different angle - how can the workforce be more satisfied with the level and distribution of pay currently available. In most cases, pre-work may be required before the session to bring all participants to this same or similar level of understanding. It would be prudent to poll those invited as to their level of belief that the data is foundational and sufficiently meaningful that planning can take place based on it. It is recommended that the following report be provided invitees well in advance so that they will be prepared to discuss and resolve important issues.

a. Overview of Client Diagnostic Report (Released During Stage 5) . The key points presented in the data are reviewed to assure that the group is on the same footing before further dialog is undertaken. Advanced reading materials have asked invitees to "challenge" any survey results that they believe to be in error. This is not a time to be defensive, rather it is an imperative to be certain that the information used to continue planning is the most credible information available.

b. Explanation of Advanced Reading Requirements. Advanced reading materials contain added data not released to the entire organization during Stage 5. Much of this material will help participants determine priorities and more deeply understand the data already presented. This material will be explained more fully as needed.

c. Resolution of Questions Concerning Advanced Reading. Participants are encouraged to ask questions concerning the implications of the data provided in advanced reading materials. Of particular interest will be data connected with the organizational cohesion of those in key leadership groups such as the group in attendance at this event.

3. Setting the Follow-through Parameters. Before the detailed plans are made for follow through, participants engage in some preliminary decision-making regarding how Teams will be chartered and function. The issues discussed and resolved during this step will reflect the level of commitment that the group has to actually changing the organization. These preliminary decisions can be altered as the clarity of potential action unfolds, but our experience suggests that some preliminary decisions be made that will evoke broad commitment before too many specifics are reached. Attachment 1.6.2, Team Follow-through Plan, will help formalize the responses to all of the questions and guidance that follows.

a. Scope - How Many Concurrent Teams will be Chartered? There is a general tendency to want to correct all concerns at one time. This is not only impractical but may work to the detriment of any deliberate change initiative. ***QWLC*** recommends that from three to five overarching initiatives be undertaken concurrently. This does not mean that additional Teams are prohibited at the subordinate organizational level. It does mean that someone must be able to track the activities of all teams to determine the effectiveness of individual Team members and the effectiveness of all Teams.

b. Pace - What is an Acceptable Level and Frequency of Activity? Organizations can be expected to make positive improvements when an "Ideal" pace is sustained - one Event each calendar month directed at a core issue and reported back to the workforce in a timely cycle will achieve acceptable progress. The level of activity must seem to the prudent person that progress is being made toward specific Team objectives. Simply having a Team meeting that does little to make progress is insufficient to count as acceptable.

c. Reporting - Who Reports Team Activity to Whom and When? Someone on each Team must be designated as the one who will report Team Activity to the Team Sponsor (that individual authorized to make <u>support</u> decisions on behalf of the Team. ***QWLC*** recommends that the Team Sponsor be an individual in a direct reporting relationship to the top leadership, but not within the domain having responsibility over the issue.

d. Communications - How will Members Know What is Happening? Capacity can be recovered and/or developed before team decisions are even made and implemented if the organization is made aware that progressive steps are being taken leading to a resolution. Many organizations fail to understand and apply this principle. If the Team broadcasts its Team membership and activities in a format that is unstilted, capacity is likely to improve "during" the resolution process. If this cannot be accomplished in an informal newsletter, notes from Team meetings can be broadcast at normal staff meetings or posted on employee bulletin boards for all to read.

e. Resources - What Resources will be Required to Achieve Success? These resources will include the time for appropriate Team meetings, but also include other items. It is important to have a good idea of what resources will be required, even in general terms, before the process begins. There will always be time for refinements to be made as deliberations continue and greater clarity is achieved.

f. Conclusion - How will Progress and Success be Measured? ***CapacityWare™*** will provide the user with a reasonably accurate measure of how long it ought to take to achieve success on any issue. By measuring progress with interim data collection (periodic Metrics) the user can also determine if the issue is actually being resolved "on-time" and within the resources allocated. Decision-makers can then adjust the depth and pace of activity to match a successful path or make other shifts as necessary. In addition, measuring progress will also let the key decision-makers know when to discontinue remediative efforts.

4. Creating the Focus - Developing the Initial Plan. Each year, the Facilitation Team must consult the previous year's records to determine if important issues continually miss the final prioritization cut and use their best judgement to help the group deal with "too difficult" or "too simple" issues. Normally, the group will divide into three to five subgroups to <u>begin</u> the planning process. Subgroup selection can be "assigned" or be based on voluntary interest as long as there are a sufficient number of participants in each subgroup to achieve progress. It is also important to recognize that making too much progress during an initial planning process may frustrate Teams that are later formed to develop further recommendations. Initial planning must be somewhat cursory for this reason and because time is normally limited.

a. Suggesting Issues to be the Focus of Attention. The group brainstorms a list of issues they believe to be suitable for Team activity. These may represent either individual survey items, or single topics under which numerous survey items will fall. The best conditions will minimize the number survey items (which may be assigned to a single team for deliberation and resolution). Use the Survey UHS elements as potential topics/themes for this purpose whenever possible. As many as seven to ten "glumped" topics may result from the brainstorming and consolidation process.

b. The OMR^2 Planning Model Lecturette. ***QWLC*** uses a unique planning model to develop plans for tackling issues surfaced from survey results. Participants learn this model as a prelude to initiating sub-group deliberations. The Model presents six potential interactive considerations: outcomes, methods, resources, resistance magnitude, and ownership.

c. Developing and Presenting Preliminary Plans. Using the OMR^2 Planning Model as a backdrop, the Issues are developed and presented by each sub-group in attendance. This effort is designed to give the whole group some idea about each topic using a standard format as a means of comparison.

d. Prioritization of Issues. The group will create a priority (1st, 2nd, 3rd, etc.) for all issues presented. It is suggested that the priority be based on the significance of the issue and the potential cost of remediating the adverse conditions. If possible, some priorities can be consolidated at this time with minor adjustments. Attachment 1.6.3, Priorities List, will document the results of the prioritization routine and constitute the document that will focus Team activity in the near term.

e. Determining the "Cut Line." Based on reasonable return-on-investment criteria the group will determine which overarching issues will be the focus for the next year (or similar period). Some issues below the "cut line" can always be adopted by subordinate organizations as their priorities if that is appropriate.

f. Resolving "Next Step" Issues. As this group ends its work, some decisions will have to be made that impact next steps. Who will be the "link" between the current team and the Chartered Team, and when will the first meeting of the Chartered Team take place are the most important decisions to be made. This individual will be the person responsible for the initial convening and translation of what has occurred at the Coaching Lab.

5. Planning for Team Activities. Those present at the primary Coaching Lab and Planning Session are among the most significant decision-makers in the organization. These individuals will not necessarily be on the actual Teams formed to make ultimate recommendations. They will be available during the initial Team formation conducted during Stage 7, and at intervals during Stages 8 and 9 serving as a Team Sponsor for the specific issue being explored by the Team. The focus of this meeting is NOT problem resolution, but rather the "team problem identification and resolution <u>process</u>." Managing and supporting this <u>process</u> is of vital importance to not only the resolution of the problem identified but to the health the Team methodology. More importantly managing this process addresses the development or recovery of lost cultural capacity - an even greater value.

a. Team Process Overview. Before the Coaching Lab is completed, participants need to review the Team Stages that follow to be sure they have an understanding of how they will be involved as the capacity development system continues to impact the organization. From these understandings will emerge an adjusted process that fits the needs of all those who will be involved. The important thing will be to make progress in recovering or developing capacity, not adherence to the recipe without regard to the current organization culture.

b. Development of Timeline. It is highly desirable to construct a project timeline for the duration of the most extensive Team operations. Those attending will be able to plot events and conditions that may interfere with progress and thus enable planners to work around such potential barriers. When multiple Teams are launched, it is desirable to stagger the launch dates so that each Team initiative can receive the attention it deserves. ***CapacityWare™*** initiative and Event routines will help convert this rudimentary plan into a vibrant project plan.

c. Clarification of Next Steps. The last consideration at the primary overarching Coaching Lab is to clarify the next steps - who will do what at the conclusion of the Lab. In addition, the group must decide when and how it will meet again - if there is a desire or necessity to do that.

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 6 recommended readings are:

a. Leadership and the New Science: Discovering Order in a Chaotic World, Margaret J. Wheatley, Copyright 1999, Berrett-Koehler Publishers, Inc., San Francisco, California

b. Results-based Leadership, Dave Ulrich, Jack Zenger, and Norm Smallwood, copyright 1999, Harvard Business School Press, Boston, Massachusetts

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. Coaching Lab.
b. Initial Planning Session.
c. Mini Coaching Lab.

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. Stories of Bands and Nested Outcomes.
b. Cohesion Index.
c. Trends of the 21^{st} Century.

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 6 is characterized by the following emphasis:

a. Documenting Teams and Scheduling Team Events. Identify all Team members and complete demographic data. Teams will begin being scheduled for what may turn out to be several months. Remember that Teams scheduling a number of Events may be covered as an Initiative.

b. Conducting Mini-Coaching Labs. Some parts of the organization will not have been able to have a mini Coaching Lab prior to the primary Lab. This is an opportunity to complete those requirements at a time when team activity is increasing and interest is peaking.

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. 1.6.1 - Item Resolution List.
b. 1.6.2 - Team Follow-through Plan.
c. 1.6.3 - Priorities List.

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. Teams are Here to Stay. There is often a myth that problem solving and decision-making in organizations is what "managers get paid to do." That may be true, but it is also a component of every employee's discretionary work. This article takes a deeper look at the impact of Teams working on capacity development and recovery.

b. Organization Citizenship. We live in a democracy that does not fully extend into all the practices as we arrive at work each day. We don't get to vote on our organizational leaders, yet we do surrender to the promise of economic stability through our work. Organizational leaders as well as the workforce must practice a new kind of citizenship where all work toward the mutual benefit of the organization. This article explores what it mans to be a good citizen in the organizational context.