Managing Activity Records

A. Overview. Documenting follow-on activities (normally in the form of Event Records) plays a pivotal role in making change happen. If the cliche "What gets measured gets done" is true, only half the measurement comes from instrumentation, the other half of the measurement must come from the activity intended to correct what has emerged from the survey results. From the Main Menu, "click" on Activity then on Events.

B. Upcoming and Past Events Selection Screens. The gateway to all current Event Records presents itself first as an Up-Coming Event screen. The screen view can be shifted to a Past Events screen by "clicking" on the appropriate tab. The following instructions apply to both Up-Coming and Past Event views. Explanations of features will start at the top-left and finish at the bottom-right. Before any Event action can be taken, the Event line in the Up-Coming, Past, or Archive widow must be "Selected" by "clicking" on the appropriate line under the ID column. A fine dotted line surrounds the Event ID and the entire line becomes shaded. These windows are often used to focus on the ten most important Events (the five immediately past - to be sure follow-through actions have been completed, and five yet to occur - to assure the Event Team is ready).

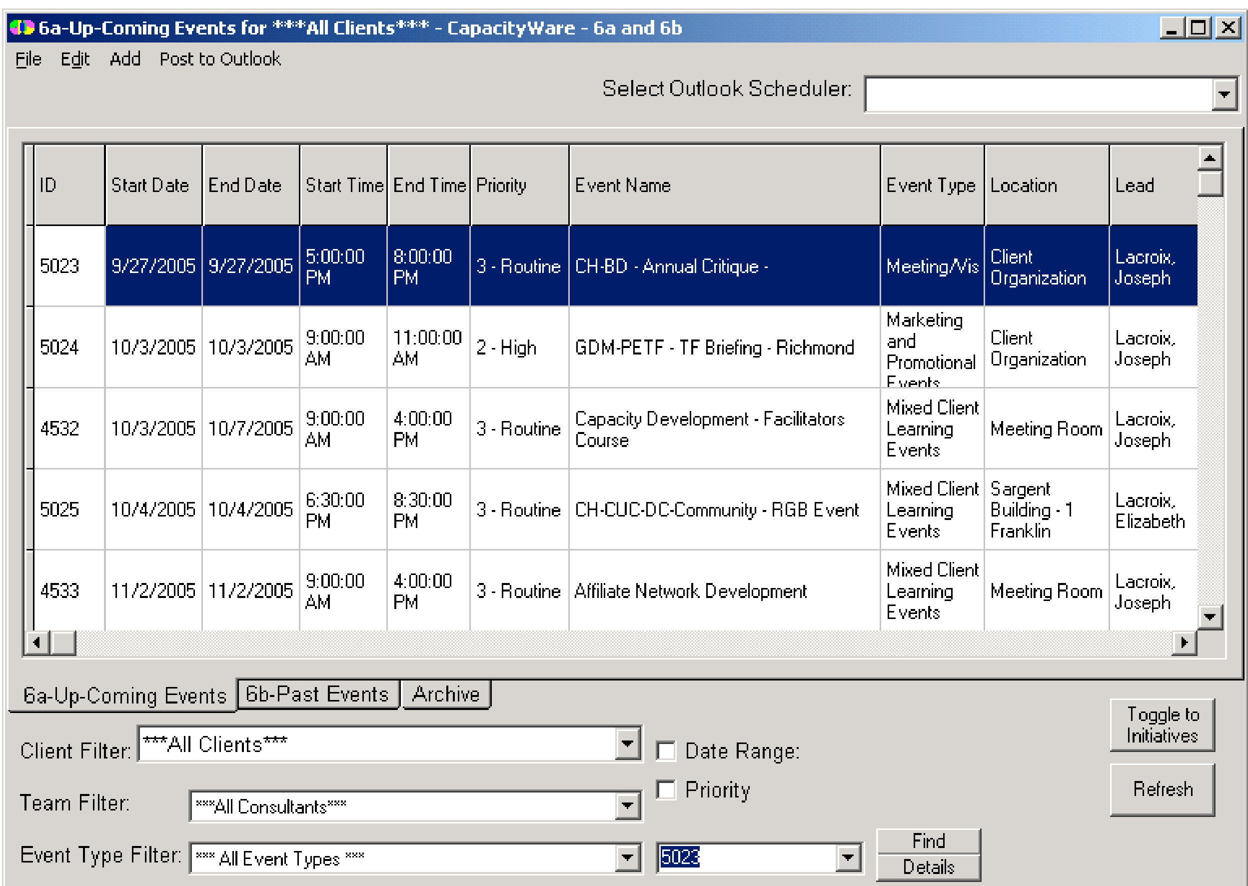


Figure 1

1. File. The pull down File menu allows the user to perform any one of three actions:

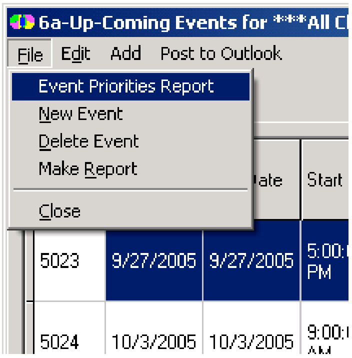


Figure 2

a. Event Priorities Report.

b. New Event. Create a New Event. New Events can only be added if the Event beginning date is in the future. This prompts users to make Event Records well in advance of the beginning date. If needed, the Event can be added using the current date and later edited to the correct date. Once an Event Record has been created, it will display in the Up-Coming or Past window list. The program will require a minimum of information about an Event before it allows the record to be created and will warn the user when it does not have the data needed.

b. Delete an Event. Delete an Event Record (Delete Event).

c. Make a Report. Make an Event Record report (Make Report). The Make Report option creates a complete Event Record with Notes appended. The report is produced and passed to MS Office Suite as a Word document for further refinement, if required.

2. Edit. The Edit pull down window allows the user access to functions that vary depending upon whether the Event has occurred or has not yet occurred:

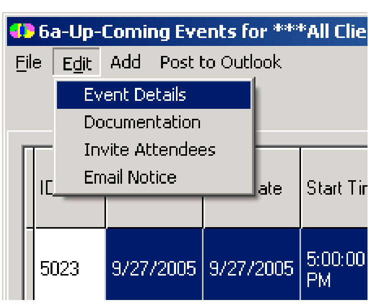


Figure 3

a. Event Details. Event Details will take the user to a screen that provides the administrative details about the Event - Up-Coming, Past, or Archived. These "details" are presented with an expanded explanation in a separate section below.

b. Documentation. Documentation consists of over a dozen screens that allow the user to fully record pertinent facets all of an Event for both planning and follow-through considerations. The Event Documentation fosters continuity and consistency in the organization change effort. This pull down is covered in a separate section below.

c. Invite Attendees (or Take Attendance after the Event). By selecting this option, the user can place potential participants on a list of people who will be invited to attend the Event. This list can be modified at any time. The list can also be saved under a "Group" name so that individual selection need not be regenerated each time the same group is invited to an Event. Following the Event, the user can "Check" those who have attended and add anyone who attended that was not invited. This feature is explained in detail below.

d. Email Notice. When the user selects Email Notice, access is provided to a routine that enables sending e-mail to a variety of individuals interested in the Event.

e. Additional Post Event Fields. Following the Event, the user may elect to complete two additional fields: Film Used, and Handouts Used. The completion of these fields provides often-needed details regarding the information provided those who have attended an Event (or those who did not attend but may, none-the-less need information provided).

3. Add. The Event Details screen contains numerous pull down and other selection windows that provide the user with selection options. These "tables" are maintained using the Add feature.

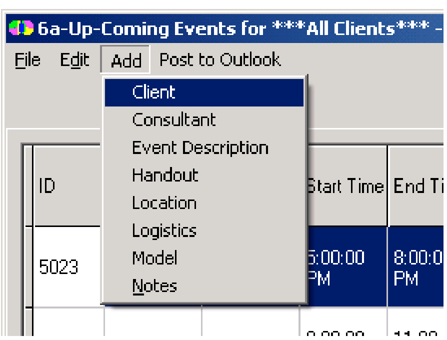


Figure 4

4. Post to Outlook. This feature allows the user to post Event information to MS Outlook directly or using a second party (office schedule keeper) to provide the service.

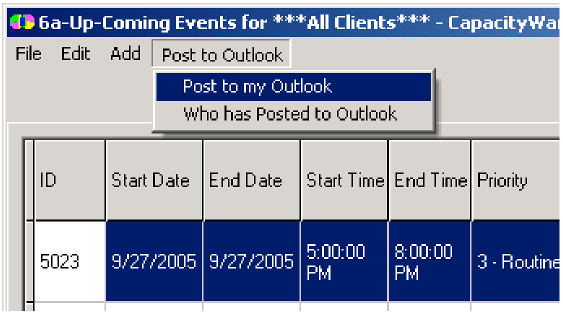


Figure 5

5. Select Outlook Scheduler. If the posting to MS Outlook is done by a second party, this pull-down menu identifies who will actually do the posting.

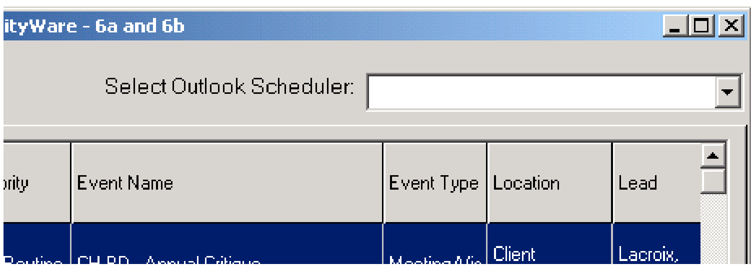


Figure 6

6. 6a-Up-Coming. The Up-Coming tab shifts the contents of the Event Selection Window to include only those Events that have not yet occurred or have occurred or are due to occur "today."

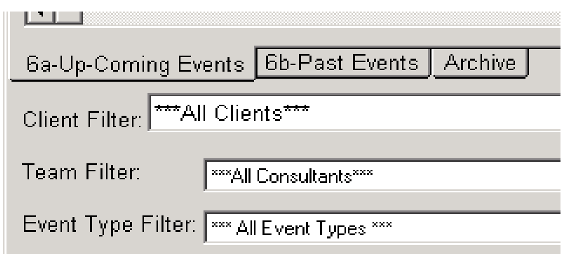


Figure 7

7. 6b-Past. The Past tab shifts the contents of the Event Selection Window to include only those Events that have occurred.

8. Archive. The Archive tab shifts the contents of the Event Selection Window to include only those Events that have been archived (are no longer active).

9. Client Filter. If multiple clients are "registered" in the system, this filter allows the user to view only those clients selected as opposed to all clients. See also Refresh.

Figure 8

10. Date Range. The Date Range filter allows the user to filter a view of only Event Records that fall within the date range. See also Refresh.

11. Team Filter. The Consultant Filter allows the user to view only those Event Records that have a specific "Consultant" as the Event Lead. See also Refresh.

12. Event Type Filter. The user may filter Event Records by "Event Type" to isolate all Events of the same "type." This is frequently used to cross-reference information having the same or similar function. Planners can then "extract" learnings from other Event Records that may have an impact on current planning initiatives. See also Refresh.

13. Event Number - Pull Down Menu. If the Event (Identification) Number is known, the user may select the number from a pull down menu so the Event or Details can be directly accessed.

14. Find - Details. Once the Event (Identification) Number has been provided (see the previous instruction), the user can then "click" either Find, or Details to select access to the Event Record of choice.

15. Refresh. By "clicking" Refresh, the user activates the selected filter options.

Figure 9

16. Toggle to Initiatives. This toggle allows the user to switch between the Events list and the Initiatives list.

C. New Initiative or Event Record. The only difference between an Initiative Record and an Event Record is the duration, an Initiative lasting for a longer term (over 30 days) than an Event. Initiative Records are used to provide documentation for a set of organization goals or overarching strategies. The Event, on the other hand, is used to document a single clearly defined occurrence attended by two or more individuals that, if successful, would enhance the capacity of the organization in some measurable way. The new Event Record MUST have certain fields completed before the system will actually add the record. Figure 2 illustrates the New Event screen. All fields must have an entry except: Series Map, Handouts, Models, Technology Manuals, and Clients/Groups. IN addition, the start date must be in the future. No "links" are required.

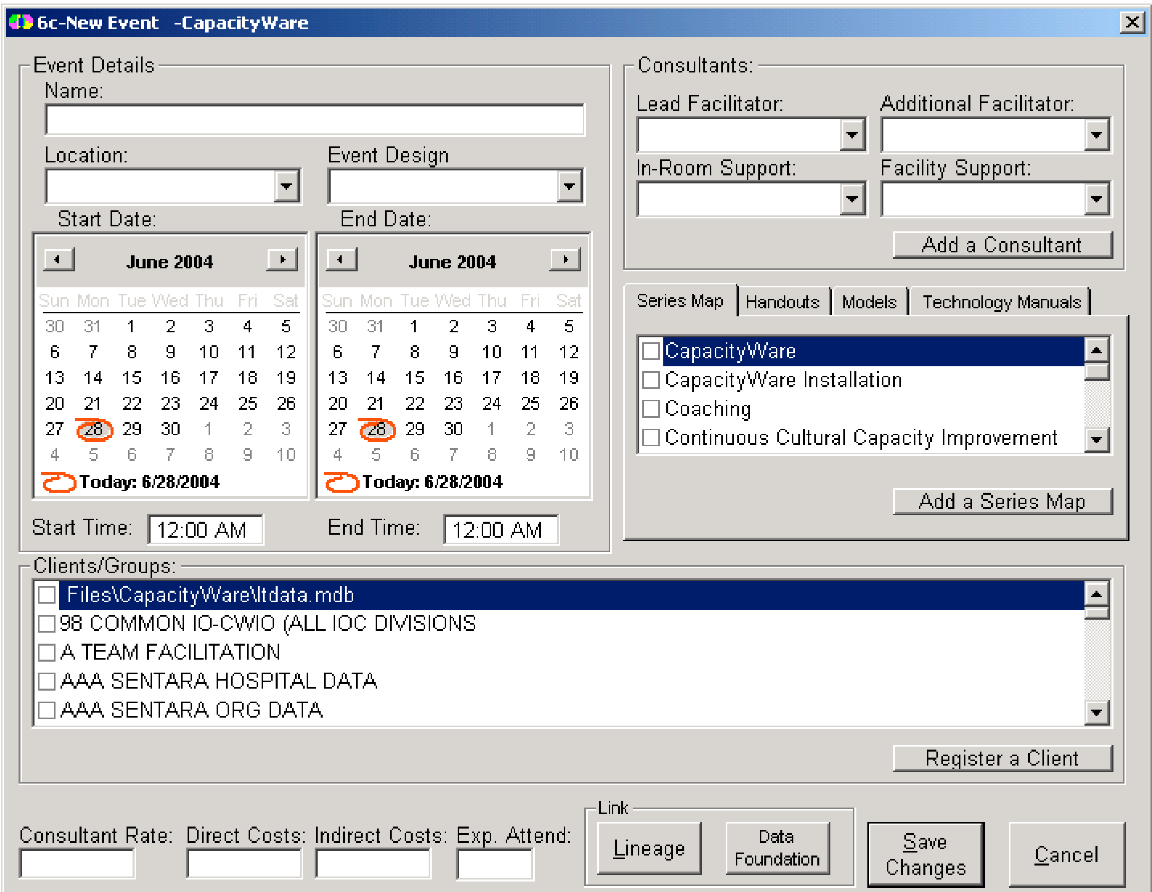


Figure 10

1. Event Name. Each organization can determine what protocols they want to use to name Events. The recommended protocol is a three-part name: a three or four character alphabetic code to assist with sorting, a recognizable name for the event itself, and a suffix that suggests READY or COMPLETED. Each of the three parts are normally separated by a "space - dash - space." Any local protocol or no protocol at all are both acceptable.

2. Location. The Location pull down may be either generic locations or specific buildings and room numbers.

3. Event Design. There are generic designs for use with the Organization Change System, but each organization may establish Event Designs to suit their individual conditions.

4. Start Date. The beginning date of the Initiative or Event.

5. End Date. The ending date of the Initiative or Event.

6. **Start Time.** The start time.

7. **End Time.** The end time.

8. **Lead Facilitator.** The Lead Facilitator is assigned to oversee all aspects of the Event. The Lead Facilitator has normally graduated from an appropriate facilitation course, and has had ample experience in the type of event, and with the invitee group.

9. **Additional Facilitator.** An assigned Additional Facilitator is a second for the Lead Facilitator with specific "Anchor" duties and responsibilities.

10. **In-Room Support/POC.** One named individual is usually assigned in-room support or point-of-contact responsibilities for an Event.

11. **Sponsor.** Events are conducted under the authority and within the parameters provided by an Event "Sponsor." This is normally someone within the top management circle who will ultimately be held accountable for facilitation results - normally at the Initiative level.

12. **Add to Team.** This Action Button enables the addition of an individual to "Team" selection in any position (Lead, Additional Facilitator, In-Room Support/POC, or Sponsor).

13. **AutoFill.** This optional field allows the user to automatically fill selected documentation fields with "standard" narrative appropriate for the type of intervention selected. The field is "linked" with the Event Design pull down menu completed earlier. Once the AutoFill feature has been selected, the user must additionally select AutoFill at the appropriate "Documentation" screen where it is available.

14. **Handouts.** Specific Handouts are a normal part of the resources used as a part of specific Event Designs. When the Event Design is selected, and AutoFill is identified, the handouts appropriate for the Event will be offered as part of the AutoFill feature. The system will permit the selection of a Handout for any Event, however.

15. **Models.** Models are "selected" when they are intended to be used, or have been used at an Event. This provides a historical record of the technology to which participants have been exposed.

16. **Technology Manuals.** The Event Team may elect to select Technology Manuals that will be needed by the Team or distributed to participants as a "print order" for specific Events or as a record of the reference library used.

17. **Add a Series Map, Handout, Model, or Technology Manual.** This Action Button is used to provide access to those tables used to store data concerning each of these four optional fields.

18. Clients/Groups. Selecting specific clients/groups to be linked to this Intervention or Event permits accurate invitation and participation records to be maintained. The system uses Respondent Data for generating invitee and participation lists.

19. Register a Client/Group. This Action Button is used to access the routine that registers a new client with the software.

20. Fees. Professional fees are entered into this field when they apply.

21. Direct Costs. Costs that are directly attributable to the Event are recorded in this field. Normally direct costs are room rentals, or food and beverage service, etc.

22. Indirect Costs (normally non-reimbursable). Costs associated with the Event that are indirect are recorded here. Indirect costs are costs associated with the reproduction of general materials used at Events other than the Event in question, or local travel costs, etc.

23. Expected Attendance. This is an estimate of the participation expected at the Event.

24. Link - Lineage. When Initiatives and/or Events are linked together, the user can get a clear picture of Events that are part of a connected series. When this Action Button is selected, the user will have access to further selections that solidify the linkage.

25. Link - Data Foundation. The reason for doing an Event is made absolutely clear when the Event is linked to a survey item(s) that has received poor scores. When this Action Button is selected, the user will have access to surveys that allow the choice of survey items. When added to the Event Record and printed, the choices will include the survey results for those items.

26. Save Changes. Changes will be saved when this Action Button is "clicked."

27. Cancel. "Clicking" this Action Button will cancel all changes.

D. Event Documentation. Event Documentation can be one of the most important parts of the Event Record. It is the Documentation that provides the Change Agent Team with the particulars they need to keep the change effort on track. Six major elements of documentation ought to receive attention:

1. Design/Agenda. The primary Design/Agenda field may be completed with free-flowing text created by the user, or AutoFill may be used. The rationale for these fields is to clarify OMR - the OUTCOME to be achieved, the METHODS/AGENDA to be engaged, and the RESOURCES to be applied during the Event. Fields are also available for Pre and Post Clinic comments that will help the Event Team and other learn from the experience (see B.10. on Page 3). For those who are managing the change effort, this field becomes a critical field for frequent review. If the system is used in a network environment, it will be advantageous for all Leaders, Managers, and Supervisors of Event participants to review the Agenda to determine the potential value added through participation. Those who are responsible for the performance of the Event Team, will be particularly interested in the Clinic (What Went Well, and What Needs Improvement) as a means of assuring the Event Teams are sufficiently resourced to achieve stated outcomes. Until AutoFill is completely operative, Agendas can be accessed through the Internet via the Visit option at the Main Menu. Further, "click" to Literature, then Agendas for selection options.

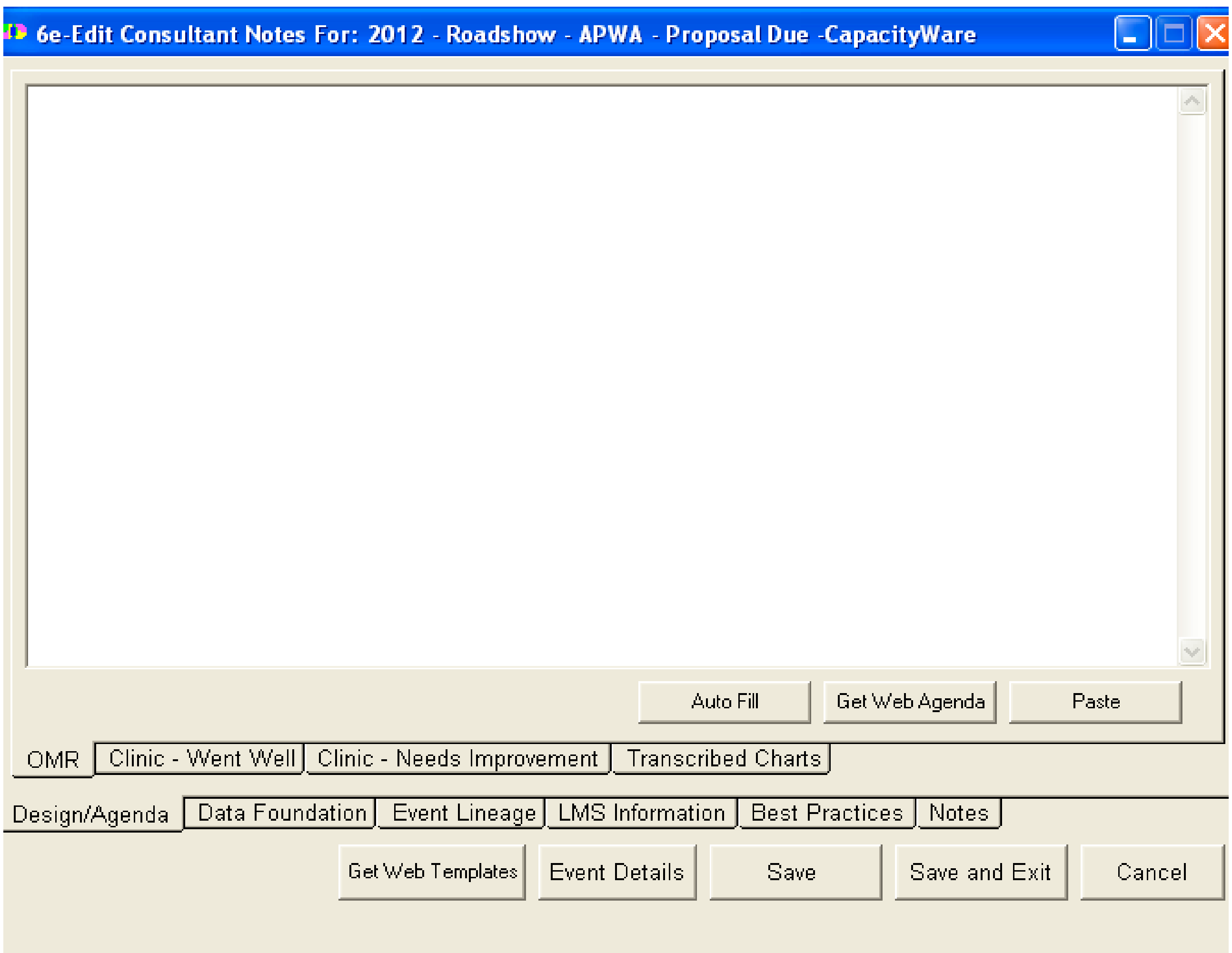
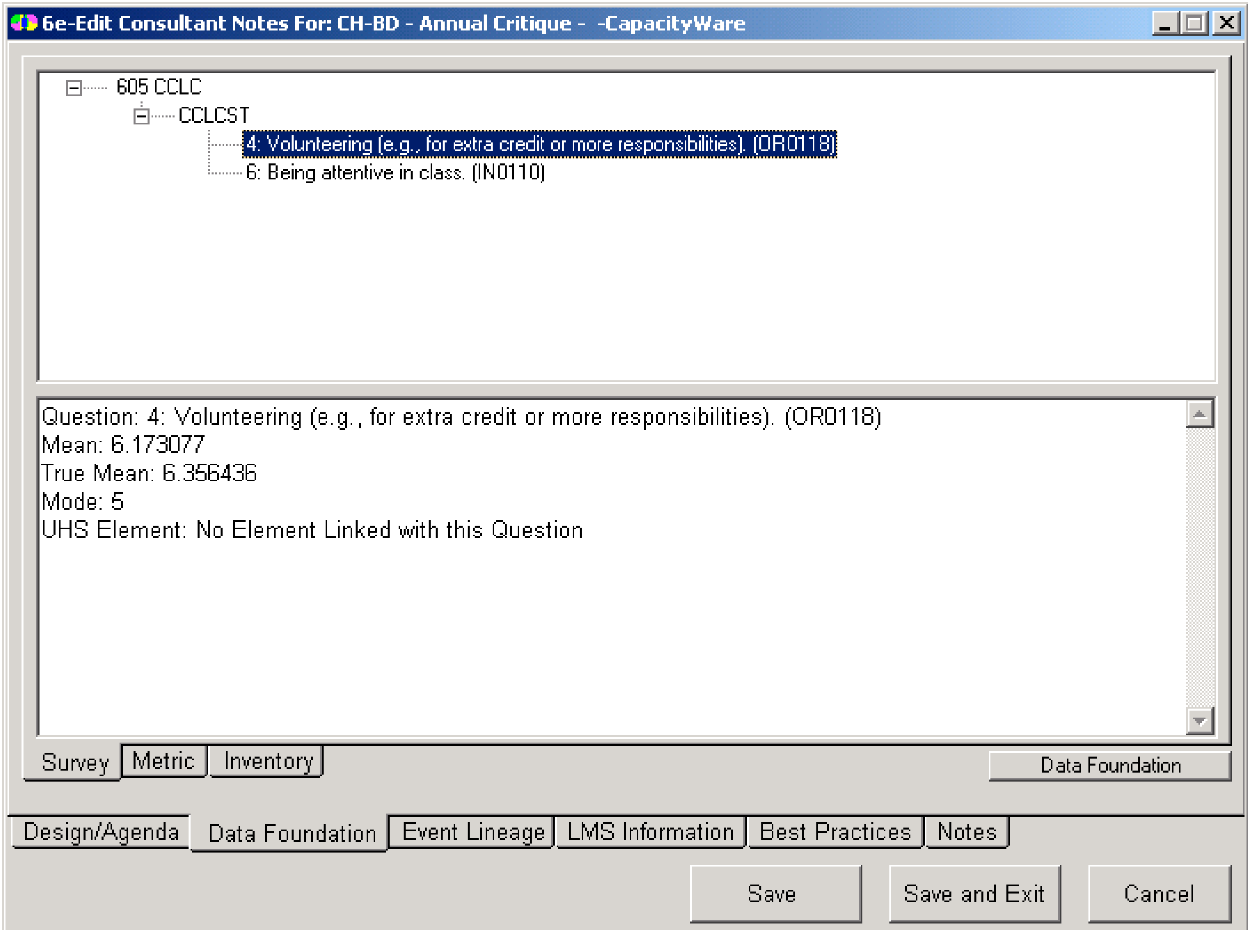
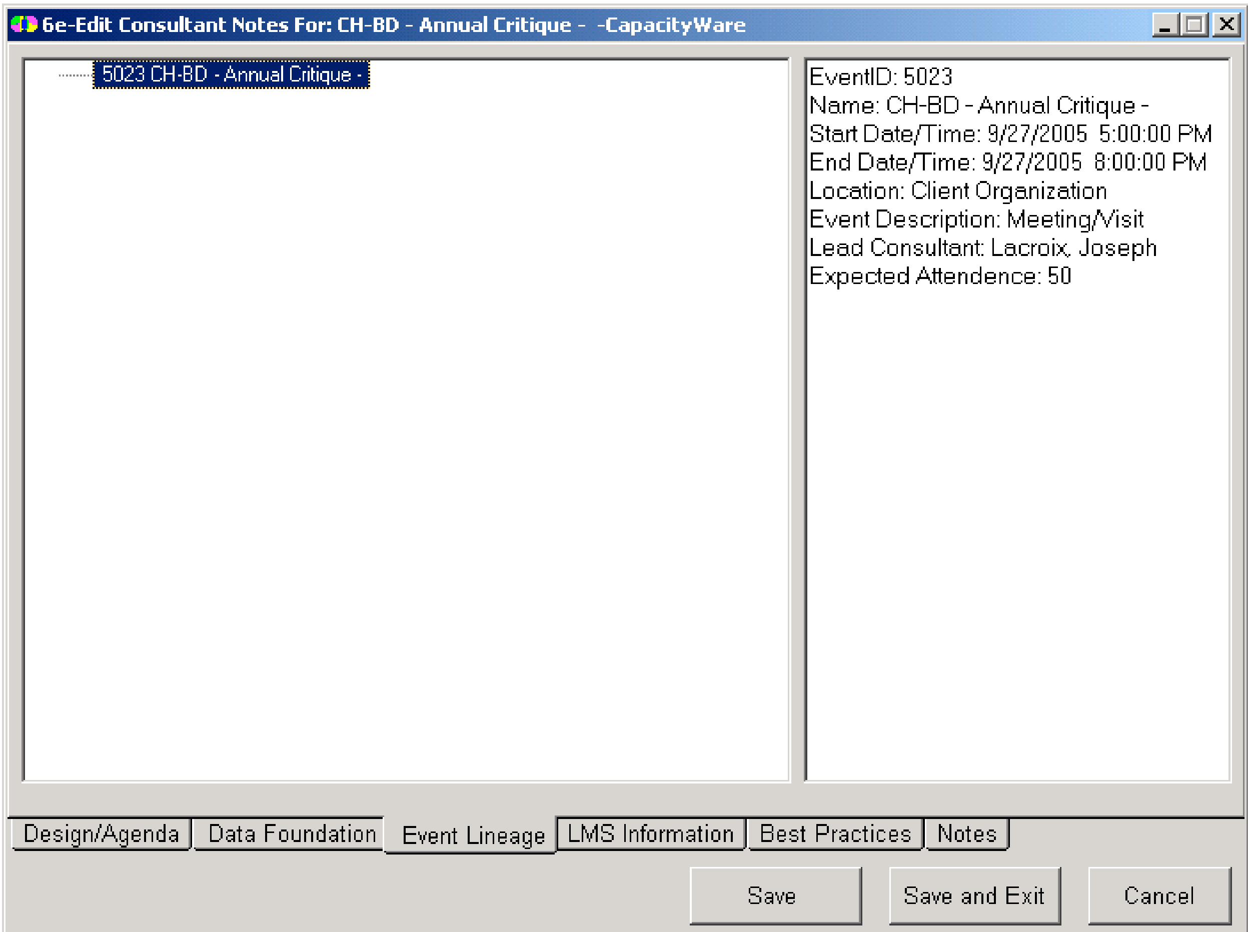


Figure 11

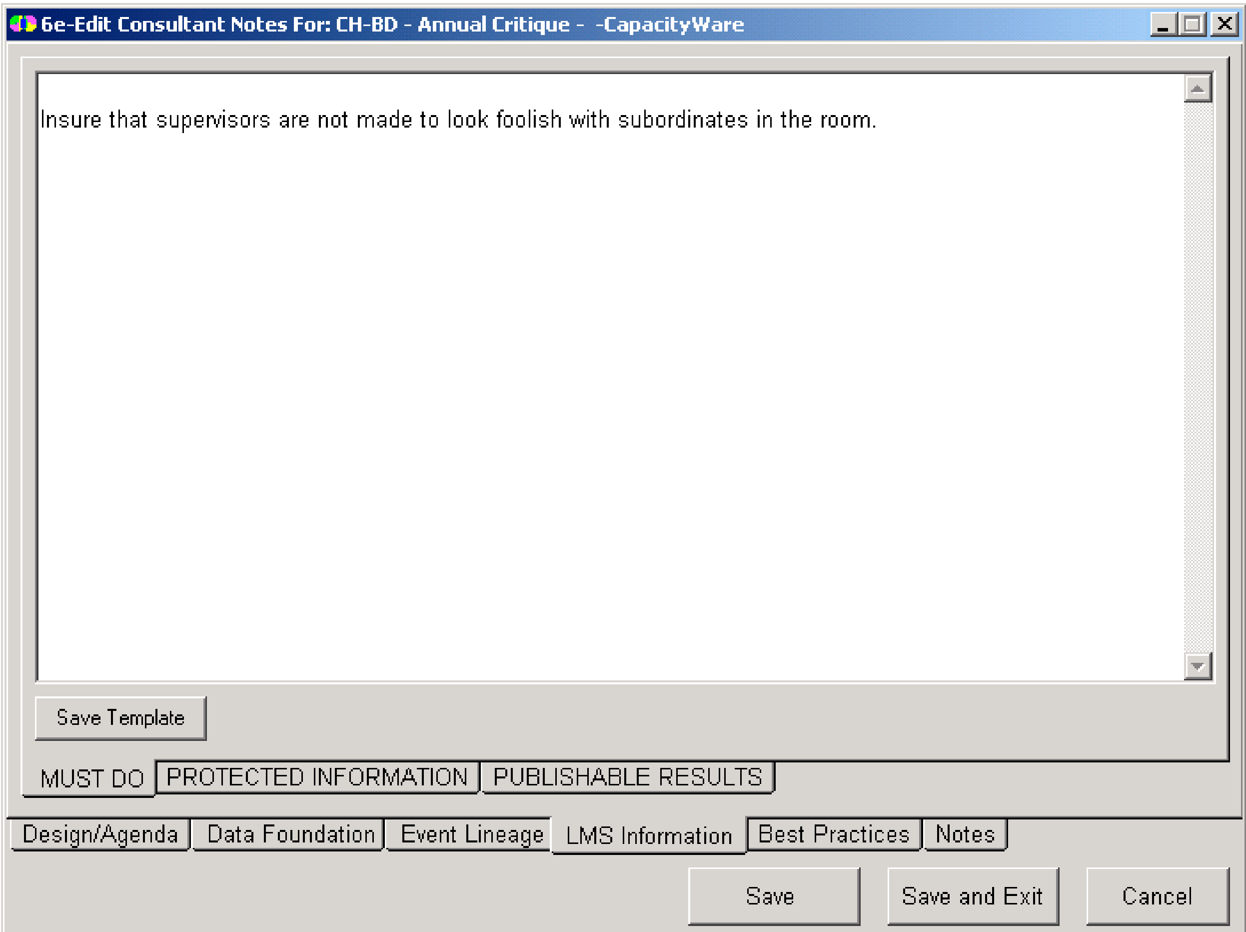
2. Data Foundation. The data foundation establishes a clear link as the bedrock rationale for Event justification. This "link" selects and details the foundational survey data tied to a capacity loss that must be recovered or developed to an acceptable standard.



3. Event Lineage. This field shows the links between this Event, other Events, and any appropriate Initiative. These links provide the progressive track that illustrates performance toward organization goals.



4. LMS Information. These fields provide an opportunity for Leadership, Management, and Supervisors to input directly into the Event or Initiative Design. The last field in this series is the PUBLISHABLE RESULTS field that allows each Event to be summarized as to organizational value and input to routine organizational communications (newsletters).



5. Best Practices. Best Practices emerge from trials and learnings from the same or similar set of conditions as the current Event. That emergence may come from preparation, conduct, or event follow-through activity. Four fields comprise the Best Practice Suite:

a. Participant Comments [and Score]. At the conclusion of every Event, participants ought to be asked to complete an "Event Evaluation" that is used to determine what improvements might be made to make the next Event of the same or similar type a more effective and efficient experience for participants.

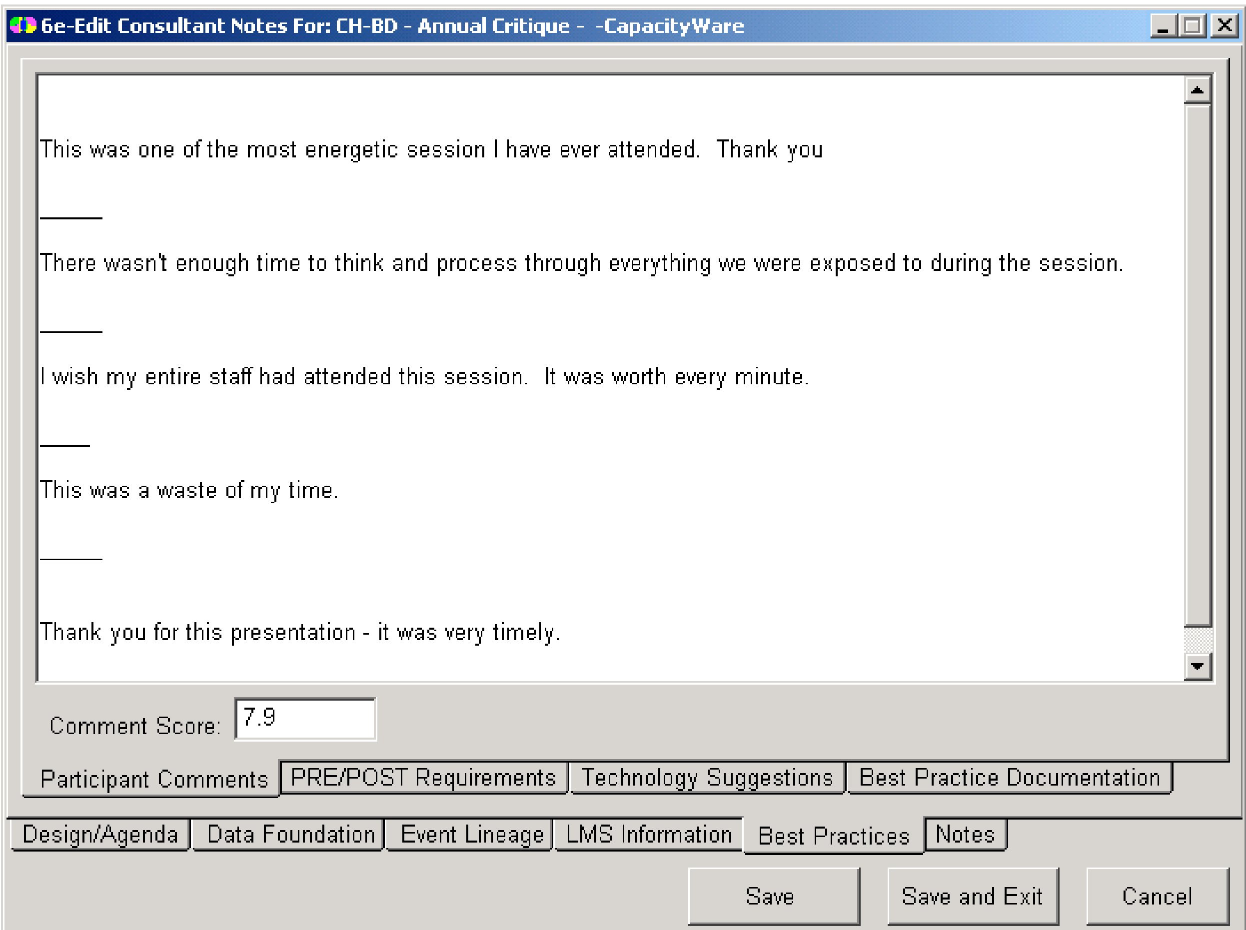


Figure 12

b. PRE/POST Requirements. This field may be completed with free-flowing text created by the user, or AutoFill (<u>Visit</u> in the alternative) may be used. One of the most difficult phases of a culture changing Event is the follow-through. This field is designed to assist the Event Team by providing specific guidance that will take care of both Pre and Post Event requirements. In many cases, these requirements can be assigned to various members of the Team for completion. Using a protocol, each Team member can login and note that his or her tasks have been completed. The Team Lead will oversee the process of preparation and follow-through. Users can establish their own Pre/Post Event Requirements Protocols using Attachment 2.7.1 as a worksheet.

c. Technology Suggestions. Technology consists of the software, literature, and processes that make up the Organization Change System. As each Event is completed, suggested changes that would improve effectiveness and efficiency can be entered here (they may also have been entered elsewhere - but may be copied and pasted here) and may be used to improve the Technology.

d. Best Practice Documentation. The system recognizes that users may be either consumers or creators of Best Practice technology. Best Practice Documentation allows the user to copy and paste research materials from the ***CapacityWare***™ Best Practice library, or any other source into this field. The other alternative is to be a Best Practice creator by generating a Best Practice that others can use.

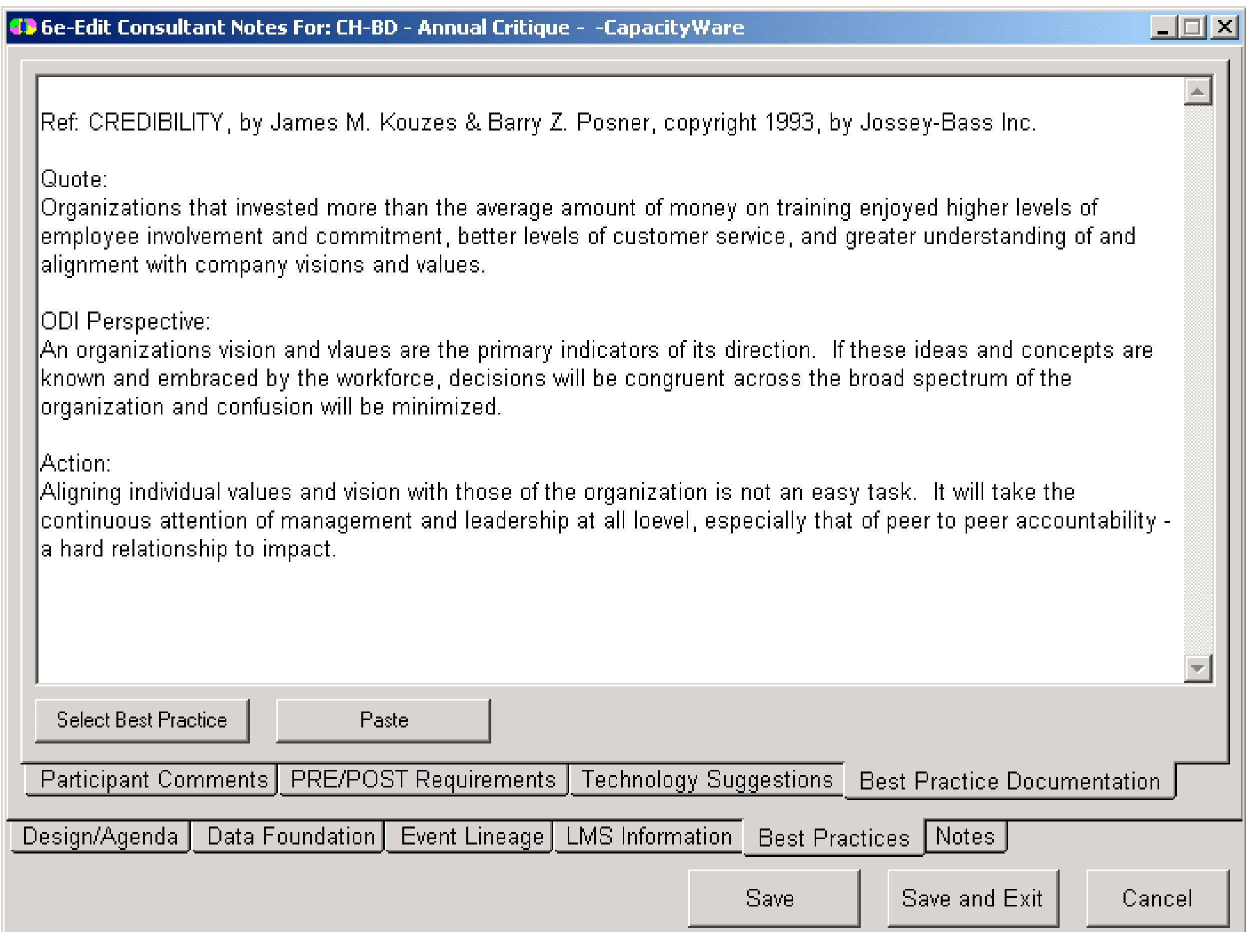


Figure 13

6. Notes. Anyone can create and append a Note to an Event Record at any time. This feature can be accessed within the Documentation screen, from the Main Menu, under Activities as Add a Note, or from the Event List Screen (Screen 6a, page 1), under Add, then Notes.

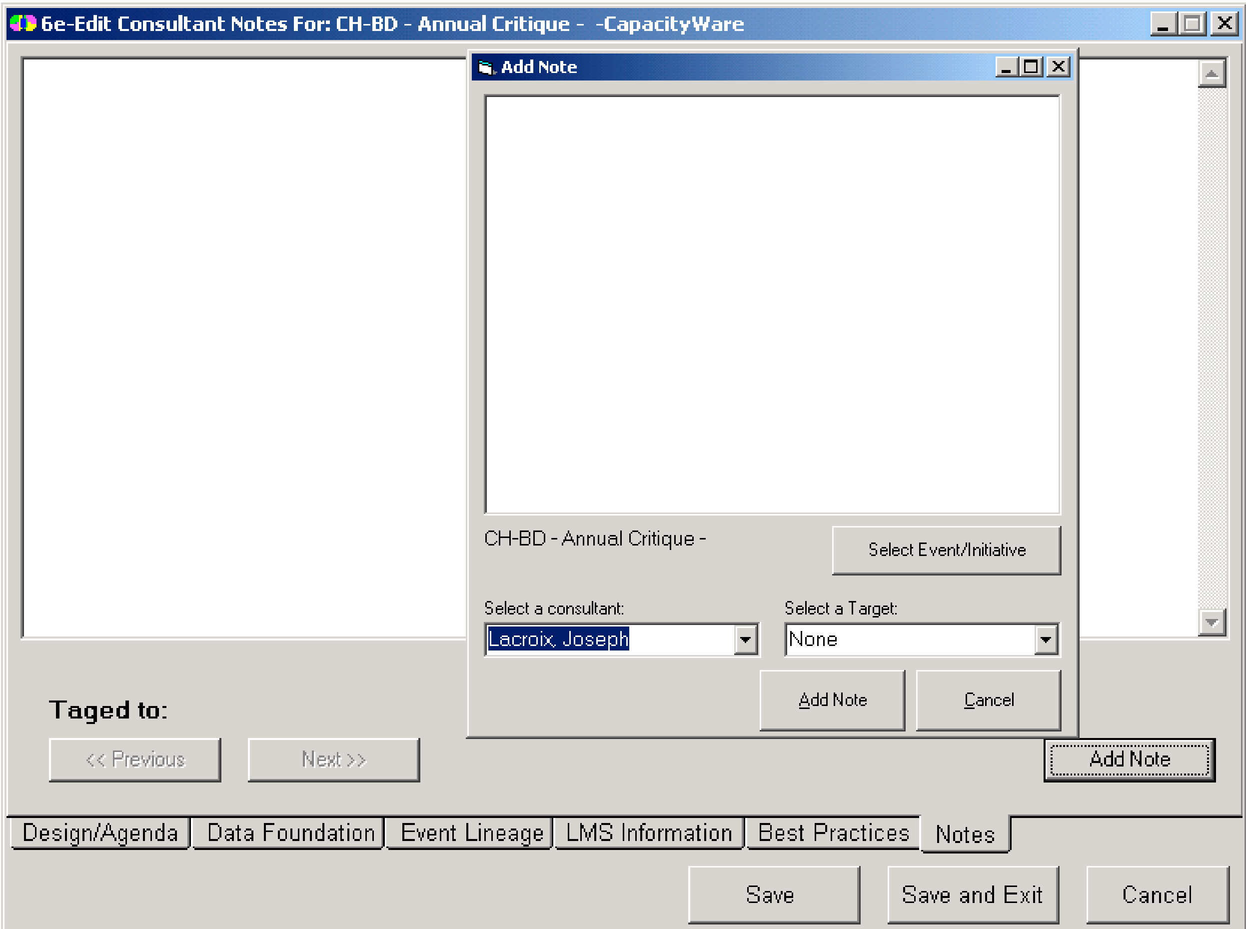


Figure 14

E. Attendance. Event attendance is an imperative for an organization to improve capacity. Capacity exists only within the relationships of an organization's membership and alliances. People must interact if improvements are to be made. The most reliable, but not the only method for interaction is the Event, during which people are in each other's presence. Remote attendance and passive attendance are both potential capacity development alternatives, but expectations must be realistically low if these alternative methods are all that is available.

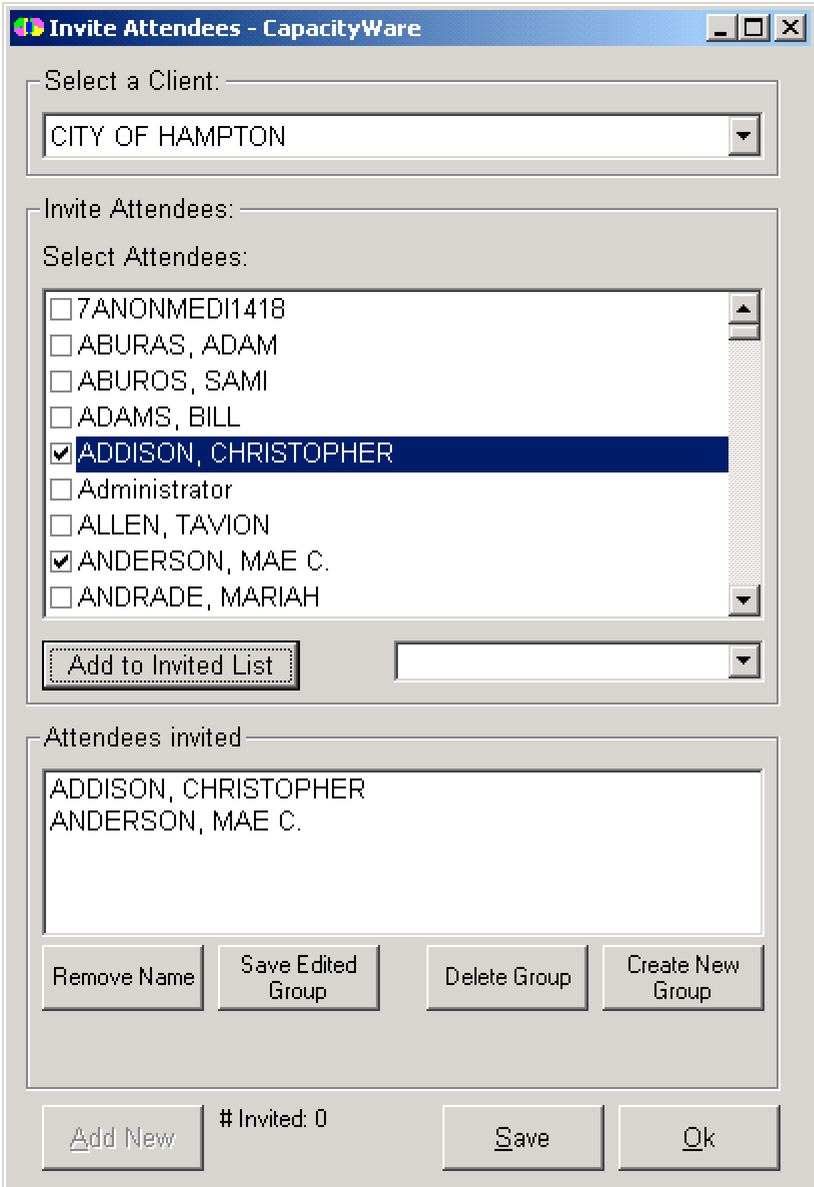


Figure 15.

1. Select a Client/Group. The pull down menu will permit access to those clients invited to the Event. "Click" on one client at a time if multiple client/groups are to be invited. The final invitation list will be a consolidation from all client/group lists.

2. Select Attendee. Once a selection has been made, the window will be filled with all potential attendees from that client/group organization. The user may then select those to invite by "clicking" a check mark in the box to the left of the individual's name. This will essentially "mark" the individual for invitation (but not automatically extend the invitation. The Event Record will be updated with the number invited.

3. Add Group. If the group formed by this initial invitation is to meet repeatedly, it may be convenient to create a "Group" from this list so that second and subsequent invitation can be made from the group list rather than individual actions.

4. Group Window. Once individuals have been "marked" as invited, the lists can be recalled and modified at any time prior to the Event. Once the Event has occurred, however, the final list will eliminate those who were not invited. As a result of the Event having occurred, the user can then "check" those who attended.

5. Add New. If someone attended that was not invited, that individual can be added. Note that the <u>Add New</u> must be made within the appropriate client/group.

6. Save. Save all changes desired. The screen will scroll through all invitees and attendees during this save function and return a final count to the user. The Event Record will be updated with the number attending.

7. OK. By "clicking" OK, the user acknowledges that this action is complete.

F. Summary. The key to any successful Organization Change System lies not only in finding what needs to be improved, but undertaking those activities that bring about the desired change as quickly, effectively, and efficiently as possible. Managing Activity Records becomes an imperative for success. Information gleaned from these records allows key decision-makers to attain necessary momentum for change and keep the momentum on track until the desired results are attained. Keep the following points in mind as you Manage Activity Records:

1. Accountability. The software prompts the user to complete fields that will firmly establish accountability for the change effort. This begins with assigning the best possible of available facilitation teams, assigning the best qualified Sponsor to accept responsibility for the Team and for the Activities that they complete, and inviting the right people to attend (and tracking those who do not attend). Produce and distribute Participation Records regularly so that the workforce knows that they are expected to attend when invited, and expected to perform differently as a result of attendance. When these accountabilities have been clearly embedded in this Organization Change System, improvements can be expected.

2. Access. People who make key decisions for the organization and for change management success need access to the information that will ultimately deliver on the promise of change. It will be difficult to hold managers and supervisors accountable, for example, if they do not have access to the information they need to make the best possible contribution to the change effort.

3. Accuracy. The information in the system must be current and accurate if it is to be relied upon for decisions that will promote increased capacity. Specific users must tend to those fields of information that fall within their responsibilities. Failure to perform these duties well is likely to result in failure of the entire Organization Change System.

4. Acceptance. Some will resist accepting the use of this system as the essential lever for change management. This resistance cannot prevail if results are to be achieved on time and on or under budget. Creating capacity within the workforce is a long-term commitment that cannot be vacated if the organization is to survive in the long-term. Capacity loss or status quo will not provide the innovations needed to thrive, let alone survive.

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www.LTODI.com - October 2005 - (757) 591-0807 - "activity" - 3577 - *CapacityWare*™ Administration Manual, Tab 2.7