

QWLC
Quality of WorkLife Consultants

MTT - RGB Technology Analysis

A. Overview.

The MTT - RGB Task Analysis Worksheet allows an individual or facilitator to compute the degree to which an individual's RGB talent and assigned tasks are compatible. Where large degrees of incompatibility exist, the worksheet will also allow the individual to find potential solutions on their own or with the assistance of human resource professionals.

QWLC discourages a “forced use” of the RGB Technology. As with any short-form inventory, the many variables that can impact scores negate the value of using this Technology under duress.

B. Conditions Prompting MTT-RGB Analysis.

There are several conditions under which it would be ideal to perform an analysis of one's match between natural talent as expressed through the RGB, and the tasks that person is expected to perform. The following are potential conditions that would prompt an analysis:

1. Selection for Work or Team Assignments.
2. A QWLI in Band D (Fragmented) or E (Disenfranchised).
3. Less-than-satisfactory Performance Appraisal.
4. Less-than-collaborative Working Relationship.
5. Request for Task Adjustments.
6. Stressful Working Conditions.
7. When Initiating a Position.
8. When Advertising a Vacancy.

C. User Protocol.

Any individual may complete an MTT-RGB Task Analysis at any time.

A supervisor may ask any subordinate to complete an analysis worksheet as part of a job review, or as part of the conditions leading to or following a performance appraisal as an element to consider when judging performance or when considering an individual for assignment.

A supervisor may ask that an independent analysis be completed by a qualified third party to support a personnel action.

D. Completing the Worksheet.

1. Complete the Heading. Insert the individual's name, and date the analysis is completed.

2. Indicate Actual or Expected. If the analysis is completed based on actual tasks, check "Actual Tasks." If the analysis is completed based on expected tasks, check "Expected Tasks." The actual tasks may be estimated or based on an activity log, depending on the level of accuracy desired. It is recommended that higher levels of accuracy be engaged if the reason for conducting the analysis is rooted in any adverse action.

3. Indicate Self or Independent Analysis. If the individual to whom the scores apply completes the analysis, check "Self-Analysis." If an independent qualified individual completes the analysis, check "Independent Analysis." If the results of a self-analysis are questionable, or if an unqualified or uncertified individual completes the self-analysis, an independent analysis is recommended.

4. Indicate By and Date. If "Independent Analysis" is checked, provide the last name of the individual completing the analysis. Indicate the date of completion.

5. Tasks. List the top ten tasks that comprise the most significant tasks the individual engages in under normal working conditions.

6. Weight (Column B).

a. If "Expected Tasks" are selected, distribute 100 percentage points so that the most important tasks receive a higher weight than less important tasks in proportion to all tasks listed. The total of all weights must be 100%. (For example, out of 10 main tasks, one may be valued at .20 in weight, and the other 9 tasks would divide .80 of the weight as appropriate.)

b. There may be a discrepancy between the importance of tasks and the amount of time spent on them. If "Actual Tasks" are selected (see above), then complete the "Weight" column based on the actual time spent on each task.

7. Red, Green, and Blue (Column A). Distribute 100 percentage points so that each task registers a percentage of emphasis in the Red Column, the Green column, and the Blue Column. All 100 points may be registered in one column, or the points may be split among any two or all three columns. QWLC's web site lists tasks that are dominant in Red, Green, or Blue,

but individual judgements in proportions can only be done by those close to the work. As facilitators find tasks that are judged significantly different between individuals, a collegial approach to determining a consistent score distribution may be in order. QWLC is interested in adding to and continually refining our task lists at our Website. To this end, RGB users are encouraged to submit recommendations for expansion or change.

8. Red, Green, Blue (Column C). Depending upon the level of detail used, this step may require a calculator. Simply multiply the Red scores from Column A, by the Weight in Column B, and place the result in the adjacent Red block of Column C. Repeat this calculation for each color and weight until all calculations have been made. Add each sub-column (Red, Green, and Blue) under Column C. If the sub-column totals include decimals, round them to whole numbers and enter the whole number at the bottom of each red, green, or blue sub-column.

9. C Totals. Transfer the rounded numbers from the Red, Green, and Blue sub-columns under Column C. Round these numbers to the next higher or lower whole number to ensure the total equals 100%.

10. RGB Inventory. Enter the scores from your RGB Inventory in the Red, Green, and Blue blocks under “Inventory Score.”

11. Smaller of the Two. Compare the “Inventory” and “C Totals” RGB numbers. Transfer the smaller of the two numbers under this heading.

12. Compatibility Percentage. Total the number under the heading “Smaller of the Two” and place the result in this block. This number represents the percentage of correlation between the natural RGB talent calculated using the Inventory, and the analysis of the Tasks performed by the individual. The number can be 100%. In this case, the work performed by the individual is as compatible with the individual’s natural RGB Talent as possible. The lower the percentage, of course, the greater cause for concern that Talent and Tasks are mismatched and greater the likelihood that the organization is suffering from a loss of capacity.

E. Using RGB Task Analysis Scores with *CapacityWare*.

Individual records can hold RGB Task Analysis Scores, and Task Profiles can be generated from them. On the Demographics Screen, enter the respective color “C Totals” in DR (for duty-Red), DG (for duty-Green), and DB (for duty-Blue).

RGB Profiles can be generated from the RGB Task Analysis results and the Inventory Results. From the Main Screen, Select an Individual Respondent through the Login option. Then click on “Review Results.” At the “Review Responses – CapacityWare – RGB Inventory” screen, click on the “vs. Task RGB” option, and click the “RGB Icon” at the bottom of the page.

F. Developing Organization Capacity Using RGB Technology.

RGB Technology is a new millennium tool used to create an "Ideal" *worklife* capacity in complex organizations. The RGB is more easily and quickly adopted into the language and work patterns of a broader range of workers than any other technology in use today. It takes a highly complex condition and makes it simple to understand and use. Following are descriptions of the five levels used to engage this powerful tool beginning with top leadership and cascading throughout the entire workforce.

1. Level 1 - Individual Predisposition. Participants learn their own patterns of thinking that yield work style preferences - both the functional and dysfunctional (everyone has both). Individual feedback and interpretation guides include a graphic RGB Profile.

2. Level 2 - Interpersonal Dynamics. Once people have a "grounding" in their own predisposed patterns, they can then focus attention on interpersonal dynamic implications. This aspect begins a strong "leadership" orientation that continues throughout.

3. Level 3 - Matching Tasks with Talents. *Worklife* capacity increases with an optimum fit between people with an ideal "interpersonal RGB chemistry" and, grows exponentially with improved task matching (this requires RGB Typing of Tasks to best fit the performance profiles of those who will do the work). A *Capacity Index* results.

4. Level 4 - Leveraging Organizational Culture. Much of an organization's culture (and the corresponding capacity) emerges from minute-by-minute interactions across an entire organizational spectrum. Deciphering how to leverage these interactions to create and sustain an "Ideal" organization culture is both artful and scientific. Participants learn the process that unlocks dormant capacity by linking cultural capacity to RGB sources.

5. Level 5 - Measuring and Monitoring RGB Technology Implementations. RGB Technology allows users to precisely measure individual and organizational status, formulate strategies to shift capacity to "Ideal" conditions (if needed), and monitor the organization for required course corrections on an ongoing basis.

G. Computing Return-on-Investment Estimates.

All computations use the individual or group payroll as the "investment" baseline. The underlying assumption is that the as an individual becomes more productive, the investment in payroll yields a higher return. Returns can be estimated in both financial terms and other, less finite, terms.

1. Simple Method. Use the percentage of compatibility increase (before adjustment/shift compared to follow-on measurements) as a percentage of payroll for the individual or group.

2. Complex Method. Identify the performance criteria and measures for an individual or work group. Determine the value of performance increases after adjustment/shifts resulting from the use of RGB Technology.

H. Worksheet Disposition.

The MTT-RGB Task Analysis Worksheet is NOT a permanent record. It is used to increase the application of the preferred talent toward work requirements. It is a tool used to negotiate tasks that are best suited for a specific individual, and to balance tasks among team members. Individuals may save copies of the Worksheet as long as they serve a useful purpose and are not contrary to any personnel policies or practices in use in the client organization. Like any other human resource tool, RGB Technology is NOT a single answer to any career-oriented question.