

Developing Organizational Culture

"Change isn't easy for anyone, but organizations that afford people the opportunity to change will find that they tap even deeper levels of commitment and fulfillment. When building an organizational culture, you will surely need to fire some people along the way, but you'll be wise to go the second mile to help an individual change. One changed individual, as a result of patient, sensitive leadership, will change ten more as his or her story of change becomes a beacon of trust and commitment throughout the organization. However, one individual unwilling to change will cause ten others to assume similar posture, weakening commitment and trust throughout the organization."

MIND of a MANAGER SOUL of a LEADER, Craig R. Hickman

A. Overview.

An organization culture is a deeply natural phenomena that "emerges" as people interact with one another. It is similar to a newborn that "emerges" as a result of a natural act at a time apart from the control of a mother, or the budding of a rose at a moment that might have been predicted by the gardener, but a surprise to her none-the-less. Leaders and managers influence the development of organizational culture but they have less to do directly with it's emergence than one might think.

Changing an organization culture is like making a course correction on the Queen Mary - too sharp a turn may create havoc, while too slight a turn may miss the destination entirely. Timing is critical - the sooner the better. Involvement is essential - key players both atop the structure and deep in the organization are imperatives. Monitoring is foundational - knowing the effectiveness of every move allows predictable development.

B. The Balanced "Ideal" Culture

There are two conditions that characterize the "Ideal" organization through the **RGB** lens: an even distribution of **Red**, **Green**, and **Blue** (33%-33%-34%), and a 100% compatibility between an organizational composite and a task composite. Our research in comparing **RGB** composite data with survey results has repeatedly and consistently produced the same or uncanny similarity in gap between current and "Ideal." This is a revolutionary statement in the organization development world, yet it is also not a surprising statement to practitioners. The message seems to be a clear one: configure teams and work groups with high performance "chemistry" between the members, and give them work to do that optimizes their natural talent and get extraordinary results.

C. The **Red** Culture.

The **Red** Culture is precise, clear, and focused on immediate concerns. Tried and true predictable processes are admired. Safety and reliability are the baseline decision-making standards. The **Red** Culture will make the rules and then adhere to them. Problem solving is applied to undesirable conditions that have already occurred to be sure that they don't happen again. Independent work is typical and fostered. Facts and quantifiable data are highly valued. Decisions are fast and aimed at single best solutions.

D. Working with the **Red** Dominant Group Culture.

The **Red** Dominant Group is a supreme paradox among groups, especially if the dominance is strong. Under ideal conditions, the strong “**Red**” participant would prefer not to be in a group environment at all. Independent work completed largely in isolation is the best possible condition for most strong “**Reds**.” Strong “**Reds**” often think that the demands of work and regular routine “back at the workplace” far outweigh the potential to be gained from a group work environment. They often ask to be excused from group sessions and count on their indispensability to get excused. Strong “**Reds**” tend to be quiet while in group settings, making only minor contributions to the collaborative effort. Strong “**Reds**” believe they were hired for their specific expertise and shun involvement in collaborative group problem-solving efforts.

Without the involvement of strong “**Red**” dominance in a group setting collaborative problem-solving is apt to run shy of the details and “front-line” reality required for high quality solutions. Highly participative “**Reds**,” although not commonly involved, add depth to the dialog and generally add a high degree of common sense to potential solutions.

Greens and **Blues** will often initially dominate the dialog and wonder if the **Reds** are withholding information because of their reluctance to make an open group contribution. During initial group sessions, the strong “**Red**” will often be thinking of the work they are not getting done because of their absence at the regular work site. In other cases, they will remain silent because the dialog isn't productive for them (and it rarely will be productive until they become involved).

The bottom-line nature of the **Red** Dominant Work Group is paradoxical because strong “**Reds**” are reluctant to be involved thereby prohibiting the essential details from emerging that would otherwise develop a comprehensive solution. The lack of early and comprehensive involvement breeds disaster that might be prevented.

It would be easy to overcome this paradox is one could simply command involvement. Yet this is as ridiculous as commanding creativity – ready, get set, go! It just doesn't happen that way. Are their strategies that might increase or accelerate involvement that would bring about faster and better solutions? Yes, we think so.

1. Measure the group conditions to determine HOW **Red** the group is.
2. Make tangible progress at each event.

3. Feed back results to everyone involved to be sure a clear track record is maintained.
4. Sustain a crisp pace that meets pre-set milestones.
5. Make sure every activity has a reality check with the designated “Reds.”

E. The Green Culture.

The **Green** Culture is relationship driven, curious, and focused on mid-range issue. A steady course is valued. Caution is respected. The **Green** Culture will foster quietly bending the rules. Problem solving is applied to here-and-now conditions as they unfold. Small group work is preferred. Issues are explored to get at all points of view. Decisions are formed quickly, and changed quickly. Those decisions often have multiple options to increase the chances for success.

F. Working with the Green Dominant Group Culture.

A **Green** Dominant group will place great importance on the development of relationships as the session unfolds. It will be essential to have lots of interaction between participants and clarity between the points being presented to show how they fit together. Because a **Green** Dominant will want to understand both sides of the topics or issues being presented stories will be critical to understanding how concepts apply.

G. The Blue Culture.

The **Blue** Culture is innovative, ambiguous, and focused on the long-range. "New and different" is valued and sought. Risk is desirable. The **Blue** Culture will encourage breaking the rules and asking for forgiveness. Problem solving efforts are directed toward future possibilities rather than current or past conditions. Ad hoc teams are highly desired. Facts are interesting, but opinions are respected. Decisions may be slow to come with a single best-integrated solution that incorporates everyone's best thoughts.

H. Working with the Blue Dominant Group Culture.

The **Blue** Dominant group is too fixed on the big picture that essential details will be easily left for others to fill in at a later date. A preponderance of plans are created off-site by **Blue** Dominant groups and fail to be implemented. Presenting the whole picture to a **Blue** Dominant group and having the resources present to fill in the details will play an important part during the implementation phase.

I. Situational Pulse.

A situational pulse is similar to the expanding and contracting rhythms in an organization culture stimulated by the dominance of **Red** or **Blue**. Expansions continue until the organization is unable to cope effectively with the dysfunction of the **Blue** dominance. At that point, the organization will begin a contracting cycle until the confines of the **Red** dominance create an equally intolerable dysfunction. The situational pulse is often triggered by one or more highly visible events that call for action among those in decision-making positions.

Typically, the strong presence and influence of a **Green** dominance will dampen the adverse implications of the pulse. A full pulse cycle may last for years in an organization of high complexity, and run shorter periods in simple organizations. The pulse is often connected to dominance of top leadership.

J. Unifying Human System (UHS) Links.

There is value in making the link between the cultural tendencies in an **RGB** composite profile and the UHS elements. There is strength in the diversity of a balanced composite. It is probable there is a collaborative nature about the team or organization it defines. There is the likelihood of a competitive nature in a one-color-dominant **RGB** composite.

1. Environment. The environment is fluid. As the environment constantly changes, the organization's cultural response must be equally adaptive. The more rigid response likely from a one-color-dominant culture may prove to be too inflexible. For example, **Blue** Culture tendencies of the organization may best be brought to bear against the **Blue** Culture tendencies of its environment. Matching an organization's **Red** Culture with a **Blue** Culture environment may prove difficult. If the environment has a **Blue** Culture requiring innovation, then an organization with a dominant **Red** Culture that values tried and true processes will not fare well in that environment. That is, it may not be able to easily influence its environment.

2. Leadership and Management. Any rigid tendency will be less effective than an adaptable one. Leadership and management must be flexible and responsive to the demands placed on it by circumstances from both the environment and the inner workings of the organization. This rigid/adaptive requirement is a paradox that few fully understand.

3. People. The availability of diverse thinking and behaviors in an organization fosters the creative tension necessary for successful working relationships. Often, personnel selection prerogatives in an organization will unintentionally perpetuate a dominance that acts counter to the best interests of the entire organization. Hiring and cultivating diversity adds strength, and potential difficulty. Diverse people working together often must work harder than usual to produce high-yield results, because understanding the strengths of other points of view that run contrary to one's own thinking requires risk and patience. An organization that has a one-color-

dominant culture, rather than a balanced **RGB** Composite Profile, may have lower survey results in this element because there is not enough diversity to add strength, and competition is high.

4. Skills. Each cultural dominance will reward the skills within its own cultural skill set, and devalue the skills that, although equally necessary for overall success, are not a natural skill attribute of that dominant culture. A **Blue** Culture, for example, may not value the accounting skills that are necessary for financial survival, while it will promote and reward the more innovative skills required for success in design and marketing domains.

5. Organizations. Various organization structures have differing utility for the cultures they serve. A **Red** Culture will likely thrive on lines of clear authority, while a **Blue** Culture would barely survive. A **Green** Culture without a variety of collaborative teams will quickly become dysfunctional. Often, contemporary organizations must tailor organization structures to take advantage of the cultures within them. The parallel organization (the informal organization that helps the regular structure get things done) concept offers an ideal solution for multi-color cultural needs.

6. Alignment. The Alignment elements are divided into three categories: **Blue** Belief Set, **Green** Strategy Bridge, and **Red** Work Regimen. These three natural attributes of work are covered by a balanced culture, and not necessarily covered well by a one-color-dominant culture. In the absence of colorful diversity, organizations tend to gravitate toward one or two of the alignment elements, and the third element becomes too weak to sustain high-yield productivity. An organization with a one-color-dominant culture suffers from either the lack of direction normally found in the Belief Set, the lack of initiatives normally found in the Strategy Bridge, or the lack of priority normally found within the Work Regimen.

7. Facilities. The three one-color-dominant cultures have distinct layout requirements. **Blue** Culture prefers a lot of open space. **Green** Culture favors common areas for meetings and socialization. **Red** Culture is inclined toward smaller and more private space. Proximity to others we work with is also important. The **Green** and **Blue** Cultures will favor face-to-face visits while a **Red** Culture might prefer e-mail, with less importance attached to proximity.

8. Equipment. Equipment purchases based on the dominant culture might result in dysfunctional use. The **Red** Culture will prefer single purpose, single-user durability, while the **Blue** Culture will prefer multi-purpose, multi-user innovations. The **Green** Culture prefers any equipment that facilitates face to face interaction in a common area.

9. Technology. The written documentation needed for any large complex organization to thrive in the future will have to appeal to all cultural groups. The **Blue** Culture will require bullets and summaries for fast-paced orientations. The **Blue** Culture also requires knowing the "big picture" before the details. The **Red** Culture, on the other hand, prefers tables, charts, interpretations, and plenty of concrete examples. The **Green** Culture will require illustrations and stories to clarify points. The one-size-fits-all approach to organizational literature and documentation is rapidly becoming obsolete. Innovations such as the Internet and World Wide Web have revolutionized publishing to cater to all three **RGB** Cultures' requirements and is growing at astounding rates because of it tailors literature to varying preferences.

10. Information. The information hierarchy range is data, information, knowledge, and wisdom. The **Red** Culture favors the data-information end of the range. This is far more immediate and concrete. Little room is left for interpretation. The **Green** Culture is more inclined to avoid data and embrace information-knowledge. The **Blue** Culture is more interested in the knowledge-wisdom end of the range. From the concrete to the metaphorical, from facts to fancy, an organization is strongest with this full range of **RGB** diversity.

K. Role Clarity.

1. Environmental Roles

- ? **Blue** (Providing Direction)
 - Interpreting Cues in the Environment
 - Altering Existing Trends and Priorities
- ? **Green** (Providing Connectivity)
 - Acting as Liaison
 - Being a Catalyst for Scheduling
- ? **Red** (Providing Assurances)
 - Channeling Resources to Achieve Progress
 - Maintaining the Proper Image

2. Leadership and Management Roles

- ? **Blue** (Providing Direction)
 - Being the Primary Catalyst for Vision Development
 - Providing a Visible Integration Model
- ? **Green** (Providing Connectivity)
 - Coaching
 - Facilitating Understanding (Translator)
- ? **Red** (Providing Assurances)
 - Developing and Implementing Standards
 - Measuring Performance

3. People Roles

- ? **Green** (Providing Connectivity)
 - Coordinating Cultural Accountability
 - Developing Networks
- ? **Blue** (Providing Direction)
 - Motivating and Inspiring
 - Rewarding and Recognizing (Cultural Accountability)
- ? **Red** (Providing Assurances)
 - Tracking Task Accountability
 - Managing Human Resource Accountability

4. Skills Roles

- ? **Red** (Providing Assurances)
 - Setting Individual Performance Standards
 - Setting Group Performance Standards
- ? **Green** (Providing Connectivity)
 - Assessing Customer Needs
 - Evaluating Employee Performance
- ? **Blue** (Providing Direction)
 - Encouraging Learning
 - Prioritizing Competency Development for the Future

5. Organization Roles

- ? **Green** (Providing Connectivity)
 - Assuring Responsiveness
 - Cultivating New Market Innovations
- ? **Blue** (Providing Direction)
 - Integrating Internal Organizational Elements
 - Advocating Programs and Projects
- ? **Red** (Providing Assurances)
 - Balancing Workload
 - Measuring for Return-on-Investment

6. Alignment Roles

- ? **Blue** (Providing Direction)
 - Championing the Organization Beliefs
 - Developing Mission Potential
- ? **Green** (Providing Connectivity)
 - Formulating the Strategies
 - Streamlining the Initiatives
- ? **Red** (Providing Assurances)
 - Prioritizing the Work
 - Achieving the Goals and Objectives

7. Facilities Roles

- ? **Red** (Providing Assurances)
 - Managing Space Allocation
 - Maximizing Facility Usage
- ? **Green** (Providing Connectivity)
 - Coordinating Facility Layout
 - Planning Alterations
- ? **Blue** (Providing Direction)
 - Pursuing Capitol Expansions
 - Expanding Mission-oriented Markets

8. Equipment Roles

- ? **Green** (Providing Connectivity)
 - Using Ergonomic Designs
 - Identifying Equipment Needs
- ? **Red** (Providing Assurances)
 - Maintaining Equipment
 - Acquiring Equipment
- ? **Blue** (Providing Direction)
 - Forecasting Potential Requirements
 - Balancing the Return-on-Investment

9. Technology Roles

- ? **Green** (Providing Connectivity)
 - Making Technology User Friendly
 - Making Technology Accessible to Users
- ? **Blue** (Providing Direction)
 - Identifying the Need for Technology Advances
 - Insuring Systemically Complete Guidance
- ? **Red** (Providing Assurances)
 - Insuring Accuracy
 - Maintaining Currency

10. Information Roles

- ? **Blue** (Providing Direction)
 - Interpreting Events and Conditions for Impact
 - Creating Openness
- ? **Green** (Providing Connectivity)
 - Insuring Degrees of Relevance
 - Monitoring Consistency
- ? **Red** (Providing Assurances)
 - Insuring On-time Distribution
 - Requiring Universal Clarity

L. Structural Task Sets and the RGB Paradox.

1. Structure of Anticipated Tasks in a Normal Organization. Our studies have led us to believe that people working in organization have an often-unconscious predisposition toward the color of tasks distributed vertically in an organization's hierarchy. They think that top tasks ought to be **Blue**, middle management tasks ought to be **Green**, and close-to-the-real-work tasks ought to be **Red**.

As people observe tasks being carried out in an organization that appear congruent with their expectations, they feel more comfortable with their organization. When these tasks-talents do

not match, they feel a sense of discomfort with their organization. This match-mismatch may or may not produce results that should concern people.

2. Leadership/Followership Paradox. People in positions of leadership expect their followers to behave in RGB color patterns that are complementary to their own, and suppress competition, yet will outwardly demand competition and be disappointed when they don't get it.

M. RGB Band Populations.

Band populations are the most important indicators of the health of an organization and the most accurate reflection of its cultural capacity.

1. Band A - Detached - Ultimate Job Design Authority. This individual is normally the boss or someone considered an expert in the organization having highly specialized and isolated work. These individuals normally have ultimate authority over their own job design and "delegate" or even "relegate" undesirable work to others. Tasks are more enjoyable and often even playful

2. Band B - Ideal - High Job Design Flexibility. Some individuals in an organization make their own work, write their own job description, and answer to others in terms of results only with less regard to the methodology used to achieve those ends. This freedom allows these individuals the opportunity to pursue tasks they favor while taking care of some tasks they may prefer not to do but must complete in order to achieve the flexibility they desire.

3. Band C - Hopeful - Moderate Job Design Options. Many people, while they still have some control over job methodology, have a work pattern that is set by others - normally, but not always their boss. Those job tasks that they do not enjoy are rarely done well and with sufficient enthusiasm that their labor stands out. The descriptor "Hopeful" comes from a constant desire to have their condition improved by acquiring more job freedom.

4. Band D - Fragmented - Low Job Design Alternatives. Most people have some job description flexibility and can negotiate tasks in some way. When this possibility has eroded to the point where the individual is given tasks with little or no choice in accepting the task or choice in how the task will be accomplished, considerable capacity loss begins to show. This is especially true if task assignments are made based criteria other than the talent of the incumbent.

5. Band E - Disenfranchised - No Job Design Prerogatives. When tasks are assigned with no ability to negotiate acceptance of the task, methodology to be used to complete the task or prerogatives to acquire additional work of the incumbent's choice, capacity is likely to be at its lowest possible point.

N. Formulating Successful Strategies, Goals and Objectives.

1. Developing Effective Strategies. Strategies, for example, developed by a Blue Dominant individual or group are highly likely to be Blue Dominant strategies. These strategies may lack the Green or Red language and/or perspectives needed to be most effective when applied to individuals or groups that are not dominant Blue.

2. The Readiness and Comfort of Those Implementing the Strategies. If a strategy is designed by a Dominant Blue individual or group, implementation by other than a Blue Dominant individual or group may fall short. The language and linkage with other elements of the organization alignment may not produce optimum results.

3. Cultural Acceptability. Finally, even though those who design the strategy, and those who will implement the strategy are of the same or similar perspective (RGB Profile), that does not mean that the organization culture will permit optimal implementation of that strategy if it does not mesh.

O. Essential RGB -Linked Change Management Models.

A more detailed explanation of all *CapacityWare*TM Models can be found at Tab 2, Facilitation Teams Manual. The brief descriptions here only serve to connect these Models to the RGB.

1. Workshop Level Models. Models used in the fundamental workshop environment are depicted below as they relate to RGB interconnectivity.

a. ProZones. *ProZones* are represented by Venn Diagrams that depict relationships and the fundamental "location" of culture (individually and collectively). All *ProZones*, depicted or not, are filled with RGB influence. Our system "rotates" the ProZone predisposition toward the center of each multiple Venn so that the observer can better understand the behaviors that are most likely to result from that interaction.

b. Nested Outcomes. As the RGB color or an organization is depicted by composites, so too will the Nested Outcomes reflect that color predisposition. It is always recommended that outcomes, both generic and ancillary be compatible.

c. RGB Technology. RGB is a thought-filtering model that explains behavior that emanates from thought (both conscious and unconscious). It is a standalone model as well as a model that significantly influences other naturally formed models that describe or prescribe organizational dynamics.

d. OMR⁶. The OMR⁶ planning and implementation model attributes various steps/parts of the planning and implementation process to those individuals and groups that have the most talent needed for that particular step. For example, asking a Red Dominant person to engage in futuristic brainstorming will produce significantly less desirable results than asking a Blue Dominant individual to complete the same task. Conversely, don't ask the Blue Dominant

individual to apply common sense and realism to the futuristic brainstorming exercise - it just won't happen. The OMR² planning and implementation model consists of three distinct sets of talents -

- ? **Blue** (establishing outcomes and ownership development),
- ? **Green** (creating methods to achieve those outcomes and in the best magnitude for acceptance), and
- ? **Red** (managing the resources needed to be successful and overcoming the inevitable resistance that will surface as change occurs).

e. Unifying Human Systems Model (UHS). The UHS consists of ten interactive and connected elements (or categories) that comprise all organization systems. Each element contributes to the success of the organization in some significant way. Each element has a universally dominant color as described below:

- ? **Environment** - Blue
- ? **Leadership** and **Management** - Blue and Red
- ? **People** - Green
- ? **Skills** - Red
- ? **Organization** - Green
- ? **Alignment** - Green
- ? **Technology** - Green
- ? **Information** - Green
- ? **Facilities** - Red
- ? **Equipment** - Red

f. ICO. As individuals, teams, groups, networks, and organizations "mature" they pass through three stages - Inclusion, Control, and Openness. Each stage is also color coded **Red**, **Green**, and **Blue**. The lead inclusion stage is **Green**, the next Control stage is **Red**, and the final Openness stage is **Blue**. If the change initiative does not account for these color matches, change will be slow to take hold and potentially never succeed.

g. Learning Styles and the Adult Learning Model - Clinic. The four sequential steps in the Adult Learning Model are: Concrete Experience, Reflective Examination, Generalize Learnings, and New Application. Each of these steps is color coded as to dominance as follows: **Red**, **Green**, **Blue**, and Variable (**Red** as the Default). This model is used as the underlying foundation for all post-event clinic requirements.

2. Practitioner Level Models. As users elevate their influence from the workshop level to an organization level, seven more models come into play as described below:

a. Organization Change System. There are ten sequential and potentially independently progressive stages in the OCS. Each Stage has a dominant color as follows:

- ? Preliminary Orientations and Clarity Meetings - **Green**
- ? Instrument Package Development and Distribution - **Blue**
- ? Data Collection, Data Entry, and Validation - **Red**

- ? Analysis, Synthesis, and Report Development - Red
- ? Organization Feedback and Team Recruitment - Green
- ? Coaching Lab and Planning Session - Blue
- ? Team Formation and Team Culture Development - Green
- ? Development of Recommendation Design & Approval/Adoption - Red
- ? Implementation and Measurement - Red
- ? Evaluation, Adjustment, and Closure - Blue

b. Work Model. The Work Model defines what happens in the *ProZone*. The RGB colors tend to be:

- ? Content - Red
- ? Processes - Red
- ? Performance - Green
- ? Culture - Blue
- ? Results - Variable

c. Basic Model. The Basic Model is used to "locate" individuals and groups as they undergo change as a means of determining the virtual "territory" they are in and the virtual "territory" they must pass through in order for the change to take root. As with everything else in this model system, the territories of the Basic Model are also filtered Red, Green, and Blue. If a change is to be "installed" in an organization culture, it must be served equitably with all-color components in order to promulgate lasting change. The four quadrants and their dominant color are:

- ? Q1 - Red
- ? Q2 - Green
- ? Q3 - Blue
- ? Q4 - Variable

d. BRES. Culture is made up of sets of Beliefs (Blue) held by people who work together, supported by a set of Rules (Red) that allow people to be successful in their relationships as they work together, using Evidence (Red) that reinforces the conditions within which they work together, conveyed by Stories (Green) that broadcast acceptable behaviors between people as they work together. This is a cumbersome thought process but happens within the context of cultural capacity thousands of times daily in any organization. To alter this balance, we advocate that Evidence of change is the pivotal element in this equation. Stories supporting the new evidence will yield new beliefs and bring about new rules - but evidence must come first. The most important influence on this equation, not yet apparent, is that evidence of change to a Blue Dominant individual or group will be different than to a Red or Green. The bottom line will be that new behaviors and new cultural capacity will not change unless the perception is altered through a Red, Green, or Blue filter.

e. Workforce Banding. Any workforce is likely to be separated into "Bands" that follow the member's propensity to contribute discretionary labor for the benefit of the organization. Although RGB Band coloring does follow patterns based on the population of each Band, it is typical that Bands A and B, tend to be more populated by Red and Blue, Band C

tends to be more populated by **Green**, and Bands D, and E, tends to be more populated by **Red** or **Blue** (typically opposite the composite of the organizations' leadership and management..

f. Smart Tailoring. Smart Tailoring is an approach used to match corrective organization development to those strategies for whom the approach would be most applicable. The most effective strategy for a Band A - Detached individual would not be the most effective strategy for a Band E - Disenfranchised individual. In fact, if the same strategy were to be used, it would make conditions worse. Smart Tailoring suggested that not one, but five distinct strategies will be required to improve the capacity of a work group when all five Band populations are present.

g. Organization Realignment. There are three discrete parts to an organization alignment that allow all individuals to know and act on their "fit" in the organization and its direction: Beliefs, Strategies, and Work Regimen. These three parts are perfectly aligned with the **RGB** preferences as follows: Beliefs are **Blue** in nature, **Green** applies to issues of Strategy, while the specifics Work Regimen are by nature **Red**. When these parts are well aligned, an organization is capable of and achieves enormous potential.

h. Nested Outcomes. Whenever work is done for a client organization, the client will have a set of outcomes they want to accomplish. In addition, practitioners will have a set of underlying outcomes they will work on that are in the client systems best interest. The first and foremost of these is DO NO HARM. The remaining outcomes are nested (that is to say they build on each other in an organizational sense) beginning with the individual:

- ? **Individual** - performance
- ? **Team** - productivity
- ? **Work Group** - innovation
- ? **Network** - effectiveness
- ? **Organization** - profitability/attractiveness
- ? **Community** - cohesiveness/unity
- ? **Governance** - fairness/equity

i. Win/Lose. People and organizations cultivate a sense of strategic play. There are four basic strategies operating at all times. These strategies overlay the Basic Model. Each combination has an emotion associated with it.

- ? **Win/Lose** - guilt and inequity
- ? **Lose/Lose** - depression
- ? **Lose/Win** - resentment
- ? **Win/Win** - exhilaration

j. Pareto's Principle. Pareto was an Italian economist that noticed that approximately 80% of the national income was distributed to approximately 20% of the national population. From an organization development standpoint many ascribe the principal to work in organizations as well by hypothesizing that approximately 80% of the problems arise from 20% of the workforce. There are many applications for this principle, for example, if only such a ratio exists in a practical sense, why do organizations make more uniform distributions of rewards and

recognitions? Finding these connections and applying appropriate actions to them is largely a **Green** function.

k. Ashby's Law. Ashby was a systemic thinker. He is most remembered by organization developers for his assertion that the most flexible sub-system within a system will eventually dominate the entire system.

3. Mastery Level Models. There are six Mastery level models that assist with fine tuning multiple organization capacity.

a. Return-on-Investment Model (Red). The Return-on-Investment Model is used to calculate the potential budget to correct an organizational capacity deficiency and the amount of time it will take to recover that investment.

b. Systemic Evaluation Model. Systemic evaluations begin during or immediately after the conduct of a learning event and extend to the impact that event has on the organization as a whole. There are generally four stages of evaluations involved. This approach to determining the impact of potential change on an organization is attributed to Donald L. Kirkpatrick. *CapacityWare*TM Software is used to collect data on all four stages as listed below. There are four levels of evaluation to the Kirkpatrick Model, each with a link to the **RGB** as follows:

- ? Reaction to the Event - **Green**
- ? Learning/Skill Improvement - **Red**
- ? Positive Behavioral Change - **Green**
- ? Organizational Capacity Increase - **Blue**

c. VAK - Patterns of Influence Model (Blue). People operate within the context of three internal paradigms they use to store and recall information. These three modalities are **RGB** color typed as follows:

- ? Visual - **Blue**
- ? Auditory - **Red**
- ? Kinesthetic - **Green**

d. Leadership and Management Paradox. There are three "layers" of structure in most bureaucratic organizations that tend to set expectation of the incumbent that match the **RGB** characteristics directly:

- ? Upper Leadership and Management - **Blue**
- ? Middle Management and Supervision - **Green**
- ? Front Line Workers - **Red**

e. Situational Pulse. Organizations take on the cyclical characteristics of the universe by contracting to a point at which expansion becomes essential for survival. The cycle repeats itself over years and even decades. Knowing the pulse is highly predictive of future decisions and the impact it will have on the next cycle.

- ? Outer Zone and Limit - Blue
- ? Transitional Zone Cycle - Green
- ? Inner Zone and Limit - Red

f. The New Behavioral View Model (Blue). The New Behavioral View Model places four cyclical phases into RGB color perspective as follows:

- ? Scan - Blue
- ? Focus - Red
- ? Act - Green
- ? React - Variable

g. Pinch/Crunch (Planned Renegotiation). All relationships evolve through a requisite cycle of development. One documented approach to this cycle is attributed to John Sherwood and is informally called a "Pinch/Crunch Model" because relationship stability once attained is disrupted by a "Pinch" - minor disruption, or progresses to a "Crunch" - a major disruption.

- ? Pre-stability - Blue
- ? Stability - Red
- ? Post Stability - Green
- ? Termination - Red

i. Skills Development Model. This approach to skill development was developed by Dr. Brian Hall and advanced in his book, The Genesis Effect. It suggests that skill development progresses from the precise to the chaotic. As organization developers we are able to help organizations determine the levels of skills required to cope successfully given the qualities of a particular organization culture.

- ? Skills of Dexterity - skills of motion/movement, precision
- ? Interpersonal Skills - skills that enhance relationships
- ? Skills of Imagination - skills that create or innovate
- ? Systemic Skills - skills that envision connections in a complex system

j. Decision Dynamics. In his book Decision Dynamics, Michael Driver, documents patterns of decision-making based on two characters - speed and quantity. These dynamics help pinpoint the territory on the Basic Model and thereby assist in the design of progressive intervention(s).

- ? Single, Fast - Habit
- ? Multiple, Fast - Brainstorming
- ? Multiple, Slow - Reflective
- ? Single, Slow - Cautious

k. Hubbell's Law. Hubbell, for whom the space telescope is named, developed the physical law that bodies moving away from each other move faster as the distance between them increases. This Law has organization development (Green) implications as it suggests that

the detection of waning key relationships demands immediate attention to prevent the destruction of potential/possible synergy leading to solutions to complex problems.

1. Consciousness Competency Model (Change Cycle). As people undergo shifts in core organization culture or values shifts the emotional investment may be high. Being prepared for these emotional and often stressful transitions is critical because lack of awareness is wrought with misunderstanding and a compelling desire to revert to less than optimum behaviors. The four stages are:

- ? **Unconscious Incompetence** - Stable Discomfort
- ? **Conscious Incompetence** - Unstable Discomfort
- ? **Conscious Competence** - Unstable Comfort
- ? **Unconscious Competence** - Stable Comfort

P. CapacityWare™ Software Assistance.

CapacityWare™ software is the primary tool used to assist with the development of organization culture. The most powerful and yet the most subtle feature of the software is that all models listed above are fully integrated in HOW the software

- ? FINDS root problems that require attention,
- ? DESIGNS best practice recommended solutions, and
- ? TRACKS progress toward established outcomes.

Three examples of how the system embeds these models are:

1. RGB Interface. The RGB technology automatically connects both data collected with best practice solutions to yield the highest potential for successful remediation.

2. Data Collection. All data collection efforts are automatically fine tuned to the systemic technology inherent in the UHS Model so that a complete root display of the problem can be generated and used directly to access potential solutions.

3. Event Module Design. As solution designs are adopted and implemented the Event Module monitors and tracks progress toward embedded and ancillary outcomes to give the user the best possible chance of success.

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