

Measuring and Monitoring RGB Implementations

"Measurement systems should include an appropriate balance between the process and outcomes. Each is important, but for different reasons. Measurement of the process enables continuous improvement and optimization of the way in which the product or service is designed, produced, or delivered. Measurement of outcomes is the test of whether the improvements in the process are producing their desired results."

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A. Overview.

RGB Technology is used to improve the capacity or performance of an organization. This Chapter focuses on the measurements required to know, with reliable certainty, the degree to which those improvements are producing the desired results. Additional measurements may also be used that determine the return-on-investment of this approach. Certainly it is important, and perhaps an imperative, to know precisely what it costs to recover lost capacity and compare that cost to the ongoing loss of capacity. Accurate measurements allow users to know the financial value of doing the work!

Another aspect of the measurement process allows the user to know if a reliable process is being followed that is likely to result in expected levels of success. Are the right things being done, with the right people, at the right cost, and on the right schedule to produce the right results? Monitoring the process of change is also important to achieving success.

B. The Individual RGB Profile - Me About Myself.

The **RGB** Inventory measures the strength of predisposition in three dimensions. The primary Inventory measures what I believe about myself. In some cases, the predisposition results vary from one time to another - conditions may have changed that will cause a shift in the Red, Green, and Blue relative strengths. Although this is not a common occurrence it does happen and ought to be known. Participants are encouraged to take the **RGB** Inventory "Me About Myself" annually to check for shifts, or after being in a new job, or new life condition for a few months.

C. The Individual RGB Profile - Me Through the Lens of Others.

The experience others have as they interact with us forms patterns that determine our relationship dynamics, and forms important elements of our culture, organizational capacity, and performance. This rarely happens consciously, and it is rarely talked about openly. **RGB** Technology allows those with whom a person interacts to complete an **RGB** Inventory that

removes some of the mystery surrounding a relationship, or it will validate that a congruent perception exists between two people. Given that interaction between people is dynamic - that is to say that it is impacted and altered by those with whom we interact, it is a good idea to create these profiles initially and update them periodically as conditions indicate the need.

D. The Individual RGB Task Compatibility Profile.

Of major importance to individual and work group capacity are the Tasks people are expected to perform as a part of their regular and intermittent duties. **RGB** Technology allows accurate measurements of Tasks to determine compatibility. The creation of a graphic profile to illustrate compatibility of an individual with the expected (and/or actual) job allows potential shifts to be made in hiring and job transfer considerations, accession planning, and training selection criteria. The concept of assigning tasks to work groups or teams rather than to individuals assist in the development of organizational potential that cannot be achieved satisfactorily in any other way.

E. Individual to Individual RGB Comparisons.

When comparisons are made between two **RGB** Profiles, it often helps explain the complexity of relationships in simple terms. And frequently provides the insight needed to make improvements in those relationships. Since all relationships can be reduced, for simplicity sake, to either collaborative or competitive relationships, these variable can put a relationship on the path immediately to improved performance. The individual win and the organization gains almost immediately.

F. Individual Compared to an RGB Composite.

It is often useful to compare an individual **RGB** result with a work group or team. If a new assignment is being considered, or the current assignment is falling short of expectations, the individual to composite comparison may be enormously effective. From this comparison may emerge the perfect change management strategy to optimize performance. Without a tool that allows this type of comparison, decisions are often made on intuition rather than a strong foundation. An accurate comparison takes the guesswork out of important human resource decisions.

G. Group RGB Composites.

The probably behavior and capacity of a group can be reliably determined by creating a composite of its members. When a dominance is strong, the group can predictably be blind to essential influences needed for success. The habits formed by group dynamics may be so strong that essential talents for success are disregarded even if they are present among group members. In extreme cases, "group think" can eliminate essential options.

H. Group RGB Task Compatibility Composite.

A task and talent mismatch can easily be overcome by group effort so that one person's lost capacity will not drag a group effort down to ineffectiveness. Yet, if this condition becomes pervasive, it can be reflected by a task compatibility composite. In this extreme case, the corrective strategy may become far more complex. Being able to look at both the individual and composite profiles provides the best corrective course for individuals and for the benefit of the group - or whole organization.

I. The RGB Composite Filtered Diagnostic Survey Result.

One revelation that has surfaced in our research became possible when we filtered survey results through an **RGB** lens and discovered that response patterns on survey items were closely aligned with **RGB** predispositions. **Red** survey respondents had the same or similar survey response patterns on selected survey items, for example. This enabled the creation of **RGB**-based strategies to shift organization capacity more effectively and more quickly than might have otherwise been possible. The **RGB** filtered diagnostic results was then easily applied to other diagnostic options - such as Multi-source Feedback. The result is increased reliability in the formulation of strategy. This approach also applies to goal creation and attainment with equal impact.

J. Organization Alignment Compatibility RGB Profile.

Another significant application of **RGB** Technology emerged when applied to organization alignment. The three predispositions significantly influence the three-part alignment structure of any organization - Beliefs Set, Strategy Bridge, and Work Regimen. Measuring the degree of congruence between alignment and predisposition will enable a more precise implementation that brings Alignment into organizational reality. The "magic" of doing this work in an organization is dramatized by instantly being able to identify organizational elements that are within or outside alignment tolerances. Again, this feature of measurement allows the user to find less than ideal alignment conditions and remediate them with reliable actions.

K. Individual and Composite Shifts in Capacity Over Time.

The ultimate monitoring option incorporates the ability to monitor shifts from a baseline to current conditions to determine capacity gains (or losses). This monitoring feature has a built-in timeline graphic that visually portrays progress to make it easily understandable.

L. Monitoring RGB Impact on Organizational Performance.

Finally, individual and work group improvements using **RGB** Technology must be reflected in overall organization performance. These overall monitoring measurements include a full range of diagnostic options - including a Balanced Scorecard option.

M. CapacityWare™ Software Assistance.

CapacityWare™ Software assists the user in several ways as listed below:

1. RGB Individual, Comparison, and Composite Graphic Profiles. There are numerous **RGB** products that can be generated quickly and easily that help measure and monitor Ideal **RGB** levels across the organization and in the Event environment.

2. RGB-based Survey Results. Surveys are available that help the user measure and monitor **RGB** implementations on a Monthly, Quarterly, Semi-annual, and Annual basis. The results of these surveys help determine if the pace, content, and design of initiatives will yield the desired results.

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