

Measuring Progress

A. The Red, Green, and Blue – Origins of Organizational Culture.

The RGB Composite Profile is a summary of the completed inventories for all individuals in the group for which it is created. As a composite, the Profile is useful in explaining group behaviors in general terms. For an organization developer, the Composite Profile simply helps make sense out of what is going on in the group and helps suggest follow-on courses of action that will help unravel some of the cultural barriers to high yield productivity.

Under ideal conditions, an organization will have a mixture of Red, Green and Blue dominances (explained below) that will generate creative tension for the organization. Since every person has all three of these attributes, the composite will ideally be close to a balance so that no one color has a clear dominance across the organization. Where one color clearly dominates, competition tends to be high within that color's domain. A Blue Culture, for example, may foster competition over direction, a Green Culture over methodology, and a Red Culture over the application of resources.

The three-color dominances have discrete cultural implications:

1. 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 occurred so 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.

2. The Green Culture.

The Green Culture is relationship driven, curious, and focused on mid-range issues. A steady course is valued. Caution is respected. The Green Culture will support quietly bending the rules. Problem solving is applied to here-and-now conditions as they unfold. Working in small groups 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.

3. 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 a preference. 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.

4. Team-Of-Two RGB Predisposition Implications

a. Value Norms/Value Norms (Blue/Blue).

Collaboration. Strongly held beliefs between two people are always a clear signal that potential collaborative effort will be high. Identifying the value norms shared between two people provides a clear window to the basis of their relationship. Shared value norms will often sustain the relationship from one project to another and be stable over long periods of time. A danger of this highly collaborative relationship, of course, is that the bond created is often a barrier to others who may need time and attention, yet feel reluctant to enter the relationship.

Competition. Strongly held values that are not congruent among those in a critical relationship can and will eventually create a competitive situation. Each person, believing he/she is right, will endeavor to muster a following of other people who believe as they do. The two separate camps can be a very divisive instrument in the internal defeat of an organization. Competitive values are far different from friendly competition. Often, people not in the presence of others will subvert the best efforts of those with whom they disagree. Without the correct labels for this behavior, turf battles rage with little potential for remediation. Bystanders often look on in disbelief and fail to understand the true nature of the rift.

Development Suggestions. Often, identifying the shared values and expressing them to others openly can be a catalyst for expanding the relationship to include those who may have been excluded. People can fundamentally disagree on issues without the relationships becoming destructive. Such relationships may even become very valuable and productive because of the diversity of problem solving approaches taken. The probability is high that all conflict in organizations can be traced to a fundamental disagreement between people of good will who do not understand each others' points of view. Often, one individual has come to interpret all points of view from another person with a negative lens rather than apply an objective, accurate interpretation. The bad news is that once a rift like this occurs, it is difficult to bridge the gaps because of the natural reluctance to set emotions aside long enough to identify the hidden root value differences. Individuals with value differences are virtually helpless to settle their own differences and need outside peer assistance of some type.

b. Standards/Standards (Green/Green).

Collaboration. Standards allow one's work and efforts to be judged to be either successful or not successful. (Naturally there are also shades of gray.) Standards are based on a set of values. Typically the values used belong to those who have established the standards rather than to those who must meet the standards. When a

team-of-two judges the result of their labor to be successful, they are applying the standards of success based on their values. Often, this measure of success produces a desire to work together again on another project when the standards are the same or similar. People and teams who have formally or informally established a standard by which they judge their work to be successful will take pride in their accomplishments and expect others to perform in the same or similar manner.

Competition. If there is a difference in the standards by which success will be measured, the desire to collaborate will be low or nonexistent. People may actually avoid working together. This often happens without knowing clearly why they prefer not to work together, and eliminates the very catalyst needed to make the relationship more productive. When standards of success are in competition between people, the relationship degrades. It is also important to remember that standards may vary widely depending upon the "scenario" that various team members have in mind as they approach the project. Competition may be defused somewhat if the scenario is clarified in advance.

Development Suggestions. When this situation exists, the best avenue to correct it is to discuss the standards by which a project can be judged successful in at least two ways: minimally successful, and wildly successful. Often, the team-of-two or more can work well on those aspects that will achieve minimal success and stretch to meet the higher standard of expectation having already achieved the minimal success plateau. If the project is being completed for someone outside the team, it is often a good idea to determine in advance the standards they will be using to accept the project results. Depending on the conditions, the standards expected by the person for whom the project is being completed may become the minimum standard to meet.

c. **Priorities/Priorities (Red/Red).**

Collaboration. Priorities establish what tasks or activities ought to be undertaken first, second, third, etc. Often, priorities will also reflect the amount of time or care taken on each task or activity. When a team-of-two or more are well synchronized its members agree on the sequence of tasks to be accomplished and generally on the commitment of time and attention to each task in sequence. When this occurs, the team "clicks." Things happen quickly and easily, and few errors are made. Fun is a part of the activity as people work together in harmony. Although this seems rare in organizations today, it is very synergistic when it does exist. Often, some external deadline or threat that everyone can readily identify with establishes common priorities. The team becomes galvanized easily in this situation.

Competition. When priorities are in competition, work results in poor quality output, and often work stoppages. People of opposing views will try to work out of their own sense of priority, even to the detriment of the members of their team. The lack of common priority and a sense urgency has, in essence, eliminated the team bond that was necessary to produce the synergy and feelings of productive contribution. When the cues suggest competing priorities, stop and get the priorities straight before

going on, if possible. It will pay project dividends in the quality of the final product and service.

Development Suggestions. As a team, establish the importance of tasks or activities based sequence and quality of result. Sequence may be the easier to establish because of the often mechanical nature of what has to be done. Setting quality emphasis may be more difficult because people of good faith have differing opinions about the meaning of acceptable quality. Taking this initial step will be paramount in the process of uniting priorities, however. If it has been established, look to the organization value set to get insight into potential priorities. By continuously using the overall alignment architecture as the yardstick for success, teams can unify priorities and streamline work tremendously.

d. Missions/Initiatives (Blue/Green is Turquoise).

Collaboration. Within each established mission area, strategy is developed that will continuously produce new programs, products, and services with the organization's vision in mind. Along this path, initiatives are activated as those responsible judge the organization's ability to be successful. When critical relationships are collaborative and synergistic, new initiatives come on line regularly. Excitement permeates the culture with fresh challenge on a continuous basis. One can smell success with the mention of every new weighed risk. Profit centers spring up from the work force easily.

Simultaneously, as initiatives are undertaken, teams are stimulated into new planning efforts for the next initiatives. Planning becomes a fluid notion rather than a periodic reaction to poor quality implementation. Collaborative relationships aggressively pursue ways to interface with other people in the organization who are also trying to bring about change. Ideas are applauded and cheerleading sections spring up, regardless of whom originally conceived the change.

Competition. In the mission/initiative area lies a dangerous barrier that manifests itself in one of two ways. People want either to refrain from doing anything new for fear of failure, or they don't want to do anything new because it will deplete resources currently being devoted to successful operations. In the latter case, success actually prevents fresh ideas! Often, people will assert, "If it isn't broken, don't fix it." The new paradigm suggests that "if it isn't broken, break it before it breaks itself." This mentality retains control rather than giving control to events at random.

Launching initiatives within well-defined mission areas is only part of the potential competition, albeit an important part. Of parallel concern are those yet unidentified mission areas that ought to be identified and launched, apart from everything else that is being done currently. This is a matter of adding a whole new mission to the organization, not just continuing to add new programs within current mission areas. Naturally, the competition comes from those in charge of the current missions, because, in their minds, the current mission strengths are diminished by further unique development.

Development Suggestions. Since competition may rise from a threat to security if proposed missions and initiatives disrupt the status quo, institute a system of rewards for providing assistance and encouragement to those involved in implementing change. Spread ownership in planning for breakthroughs across the entire organization. Publish widely the plans and visible steps that initiatives take so that others can be involved, if that is desirable. Foster an open environment so that one element of the organization can readily provide assistance to other elements with minimal difficulty.

e. Products and Services/Objectives (Green/Red is Orange).

Collaboration. When specific teams are tied directly to product and service delivery, this sets up the natural environment for internal and well as external progress. Customers, whether internal or external, prefer to be served by a team of service providers or product experts, rather than by a single individual. This is especially true when the team is perceived to be well synchronized. In the absence of one team member there is always additional depth upon which to depend. In addition, people believe that a team will have established better standards than a single individual might. (The belief that two heads are better than one is alive and well!)

Matching service delivery and customer satisfaction criteria to specific individuals within teams provides the quantitative measures needed for success, the qualitative measures needed for success, and the cultural measures needed for success. The combination of all three is extremely powerful.

Competition. When competition exists between people serving on a product/service delivery team, both internal and external customers suffer. The competition manifests itself over product or service loyalty differences when choices between the available products and service will not benefit all members equally. Competition may also arise when achieving the objectives favors one or more individuals over other members of the team. Favoritism may extend beyond simple monetary gain. It may also include recognition or other forms of extrinsic rewards.

Even competition between external providers may be excessive if that competition does not serve the best interests of customers. This is especially true if the values that separate external providers from the organization can be associated with varied product and service mixes internal to the organization as well.

Development Suggestions. One way to fuse objectives to a product and service mix is to establish them for combinations of individuals (teams) rather than for individuals. Also, remember to associate every product with an appropriate service or service set. A service without an appropriate product is little more than a favor, and normally in jeopardy of being terminated. (If there is no product for a service, the value of the service is hard to determine.) To prevent this, be careful to arrange product and service mix packages.

f. Value Standards/Tasks (Blue and Red is Purple).

Collaboration. One of the toughest bridges to cross is the stretch from Beliefs to Work Regimen because it literally goes from conceptual to tangible/practical. Often, those members of teams-of-two that make this difficult connection become highly dependent upon one another because each fills a void for the other. The collaborative relationship in this category is truly a lasting one. In many cases, the close dependency that develops makes it difficult for others to combine with this relationship in a meaningful way.

Competition. Competition may develop in this arena as a natural by-product of misunderstandings that surface through natural language barriers. Since both ends of the spectrum have an abbreviated shorthand language, discrete to their predisposition, it gets in the way and doesn't translate directly. As one individual sees the other doing something different than originally expected, a shared sense of priority often leaves the relationship, and strong connections weaken.

In some rare cases, one person has a primary-secondary at each end of the scale (Red-Blue). This swing means that the person will quickly and easily go from the value standard to the task, with little or no need to have anyone else involved. Often, this person would prefer to work alone rather than have the complication of a teammate. Although work may progress more quickly in some cases, the quality of work normally enhanced by diverse opinions is diminished.

Development Suggestions. Allow people the freedom to define the tasks they must perform and develop the standards of performance within which the tasks will be deemed successful. This does not mean abdicating responsibility, nor does it mean giving employees free rein. It does mean providing maximum latitude for success. As the relationship improves, revisit the standards and tasks to tighten performance as quickly as possible without choking anyone. Engage methods that allow internal and external customers to participate in the process in a meaningful way.

B. The Unifying Human Systems Model.

The Systemic Profile is based on two features: The Unifying Human Systems Model and the RGB Tendency Model. The Unifying Human Systems Model (UHS) is an abstract representation of ten critical elements of an organization that integrate to produce high-yield results. The ten elements are:

- ? **Environment** - Everything outside the organization having an influence on it.
- ? **Leadagement** - A hybrid of leadership/management that inspires deliberate change.

- ? **People** - The number of people and their natural attributes to do the job needed.
- ? **Skills** - The learned abilities of people necessary to carry out assigned tasks.
- ? **Organizations** – The way people are grouped to synergistically perform needed functions.
- ? **Alignment** - A description of how and why the organization does what it does.
- ? **Information** - The flow of data, information, knowledge, and wisdom.
- ? **Technology** - Written guidance that allows people to replicate success.
- ? **Facilities** - The immediate work area: buildings, space, and proximity to necessary channels.
- ? **Equipment** - The tools-of-the-trade that allow people to lever the work they do.

Under ideal conditions each of the elements listed above will be "plotted" at or near the outer ring of the radial diagram of the UHS diagram.

1. Understanding Where the Plots Come From.

a. The Ten Item Pools. Surveys are created using statements selected from ten item pools, one pool for each UHS element. People who create the surveys are at liberty to select predetermined statements, or they can create statements of their own.

b. Item Categorization. Statements are categorized based on the item pool they come from. Although some statements can be coded in more than one category, every attempt is made to avoid this practice.

c. Scaled Responses. All survey statements are written in a positive frame. Total agreement with a positive statement would be registered by selecting a "9" on a zero-to-nine scale. A "0" would mean total disagreement. Intermediate numbers represent degrees of agreement with the survey statement. Numbers are grouped so that 0 1 2 3 are together, 4 5 6 are together, and 7 8 9 are together. This allows respondents to select a group along the low, mid, or high scale, and still fine-tune their selection with upper, mid, or lower-end options.

d. Mode. The mode is the most frequently selected number from among those available on the response scale.

e. Mean. The mean is the average response.

2. How is the Data Validated?

We survey everyone in an organization, thus avoiding the statistical reliability nuisance of sample surveys. Normally, we achieve a high rate of return on surveys, thus increasing the validity of results.

Observations by our consulting team, interviews with those internal and external to the organization, and narrative comments that accompany the survey responses are all used to validate the quantitative data received on surveys.

In addition, we inventory respondents for organization development preferences, which serves to validate and provide added insights to survey results.

3. Linking Survey and Inventory Results.

There is value in making the link between the cultural tendencies in a RGB Tendency Composite Profile and the UHS elements. Understanding the implications of these cultures on the UHS elements provides valuable insight for an organization development practitioner.

a. Environment – The Environment is fluid, constantly changing. An organization’s cultural response must be equally adaptive. The more rigid response likely from a one-color-dominant culture may be too inflexible to be of high value. For example, Blue Culture tendencies of the organization may best be brought to bear against the Blue Culture tendencies of its Environment. 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. It may not be able to easily influence, or respond to, its Environment.

b. 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.

c. 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. (People tend to hire “like” dominances.) 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 Composite Profile, may have lower survey results in this category because there is not enough diversity to add strength, and competition is high.

d. Skills – Each cultural dominance will reward the skills that lie 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.

e. 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 it. The parallel organization (the informal organization that helps the regular structure get things done) concept offers an ideal solution for diverse cultural needs.

f. Alignment – The Alignment Element has three categories: Belief Set (Blue), Strategy Bridge (Green), and Work Regimen (Red). These three natural attributes of work are well covered by a color-balanced culture, and not necessarily so by a one-color-dominant culture. In the absence of color balance on the Composite, organizations tend to gravitate toward one or two of the Alignment categories, and the third category becomes too weak to sustain high-yield productivity. For instance, an organization with much less Blue than Red and Green in its Composite may suffer from lack of direction normally found in the Belief Set. Likewise, a lower Green score on the Composite may indicate a lack of initiatives normally found in the Strategy Bridge, and a lower Red score may suggest a lack of priority normally found within the Work Regimen.

g. Facilities – The three primary 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 the direct interaction that proximity allows.

h. 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.

i. 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 requires bullets and summaries for fast-paced orientations. And prefers 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 requires 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 cultural requirements and is growing at astounding rates because of it tailors literature to varying preferences.

j. 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 diversity.

4. Identifying Evidence to Support Findings.

a. Scale Response Interpretation.

General Information.

CommunityWare surveys lend themselves to ease of interpretation. Each element description contains a scale response description as an aid to interpreting graphic displays generated automatically by *CommunityWare*.

Systemic Element Descriptions and General Interpretations.

UHS Element	Scale Interval Interpretation		
	8	5	2
0 - Environment	Confidence that what I do matters.	I stick with what has worked well and take few risks.	I do only what I'm told to do without initiative.
1 - Leadagement	I trust management to look out for my best interests.	I fend for myself often because management does not.	I look out for myself in a defensive way.
2 - People	I approach each relationship without fear of loss.	I am cautious about what my relationships will bring.	I avoid most work relationships, especially official ones.
3 - Skills	I know what I'm doing and get excellent results.	I stick to the few central tasks that make up my job.	I do only the minimum expected of me fearing failure.
4 - Organizations	I look forward to challenges when with my work group.	I plug into other work groups to get the job done.	I avoid other members of the group to which I belong.
5 - Alignment	I make decisions on my own in accord with overall direction.	I hesitate in making decisions because I'm unsure.	I take only approved actions.
6 - Facilities	I am entitled to the space I have and it suits me.	I often envy the workspace others have.	I could do what is expected of me if I had better space.
7 - Equipment	I have the best tools available to do my job.	I can get the job done but lack the best tools.	I can't do my job any better without the right equipment.
8 - Technology	I have the guidance I need to help the people who need me.	I can find some of what I need to know to help others.	I have to reinvent every response I give a customer.
9 - Information	I expect to easily get all the information I want.	I can get most of the information I need eventually.	I hold information back from others in fear of my job.

Survey Interpretation Guidelines.

The highly reliable Likert Scale (0 1 2 3 4 5 6 7 8 9) is used to capture respondent opinions. The "0" is used as "Total Disagreement" while the "9" is used as Total Agreement with a specific statement. Respondents are often careful to change their responses only a single point (from "3" to "4" as an example), indicating that the scale did have specific meaning to them.

*Two significant terms are used in displaying the data, **MEAN** and **MODE**.*

Mean. The MEAN is a mathematical average of the data element. In compiling results for this survey the MEAN is calculated from all respondents in the survey pool. Those who choose not to respond to a specific question are statistically insignificant for our purposes -- however, when this does occur, the mathematical package used to process this survey treats this non-response as total disagreement. The MEAN is calculated using the quantity of responses to each possible selection on the Likert Scale as a basis.

Mode. The MODE is determined by the quantity of respondents who select a specific number on the Likert Scale. The scale-number selected most frequently is the MODE.

Trend Identification. When searching for trends, identify those areas where the Mode is "lower" than the Mean. We call this a ***Cultural Inversion***. This generally indicates a negative critical mass in the organization. It is symptomatic of a significant group of individuals whose opinions about the current state are more negative than the Mean would indicate. One would expect this Mean to drop over time if the issues causing the inversion are not addressed. These areas must be taken seriously and prioritized when making changes for improvements.

Trend selection is completed using a layering effect. The first layer of trend identification is based on the most obvious data-differences in both a positive and a negative direction within each category examined. Thus, a particular data element may produce a trend in one category that was not apparent in another.

In all cases, use common sense. Gather data using at least two methods – numeric scaled responses and narrative responses, for example. Information produced in these two modalities ought to correlate. Responses to like questions ought to produce the same or similar results.

Survey Graphic Displays.

System Trends Radial. *CommunityWare* automatically produces a UHS Systemic Plot in a radial graph depicting each of the ten elements described earlier in this section with several potential connected lines. We refer to this as the *spider chart*.

Trend Tower. The current version of *CommunityWare* generates a Trend Tower. This graphic displays the Mean and Mode of each question asked on the survey with connected lines so that trends become immediately apparent. It also indicates the standard error of the means and plots it as dashed lines to the right and left of the mean. As an added feature, *CommunityWare* labels the “high five” and the “low five” survey items to draw immediate attention to areas of concern or praise.

Numeric Array. *CommunityWare* produces a numeric array of responses to each question in the form of bar charts. These charts indicate where uniformity of opinion exists for specific survey items.

Comments. *CommunityWare* will process comments and format them to print either with the item to which they are connected or all together. They may also be attributed to the author or not.

b. Things To Look For In a UHS Plot.

Size of Shaded Green Area. The shaded green area represents the high and low scaled response selections within each UHS element category for any response to any question. It illustrates the RANGE of responses.

White Space in the Radial Center. White space in the radial center is good. It means that low-end (negative) scale responses were not registered in UHS categories.

Blue (Mode) Line Outside the Black Line Around the Radial. The blue line connects the mode plots – those plots with the most frequently selected number from among the scale possibilities. The black line connects the mean (average) responses. Under healthy conditions, the blue line is plotted outside the black line, indicating generally that a larger single group of people feel more positive than average about the item. Although use of the mode line in relation to the mean line is beneficial, it is also hazardous in that it may not truly represent large numbers of people who respond. It does have value in representing a group of opinions about a particular survey element and therefor should not be ignored. Use all the data available in determining trends.

Blue (Mode) Line Inside the Black Line Around the Radial. When the blue line "dips" inside the black line, we refer to this condition as a *cultural inversion*. It is an indication that a large number of people feel more negatively than average about items within the category represented. Typically, a remediation strategy will be formulated around one or more cultural inversions in order to level the effects of a cultural change initiative.

Size of Shaded Dark Blue Areas Between the Blue and Black Lines.

Where the shaded area between the blue and black lines is great, there may be legitimate differences of opinion that will be difficult to reconcile. Where the difference between the two is small (the lines are close together), the opinions may be united. It is typically easier to shift united opinions. The closer the shaded area to the center of the radial diagram, the more negative.

Envelope – Size of Light Gray or Turquoise Shaded Area.

Clients have requested a better graphic to explain the area that represents most of the opinions of the survey respondents. The Turquoise shaded area is useful to many in that it identifies the minimum and maximum of the Adjusted Mean data points in each of the ten UHS categories. Imagine a single line for each individual that represents the average of that person's responses. If such a line were created for every respondent, the minimum and maximum data point would be identified for each UHS element. The envelope is created when those points are connected and filled.

Pearls – Small Bubbles along the UHS Element Axis. Pearls allow one to determine the number of scale selections registered at each increment intersection along any UHS axis. The larger the pearl, the more people selected that specific survey response number. When the pearl along the mode line is green, normal cultural implications apply. A red pearl on the mode line indicates a cultural inversion. In this situation a remediative priority is usually appropriate. Yellow pearls are used along the axis in all positions other than mode line intersections.

Plots Contained within the Outer, Middle, and Inner Bands.

Three bands exist on the radial diagram. The outer (7 8 9) band, the middle (3 4 5 6) band, and the inner (0 1 2) band. Remediation of UHS elements that score in the outer band is more easily accomplished than shifts for inner band elements. Normally, outer band shifts can be accomplished with an organization's own internal resources. Inner band shifts are rarely successful unless external resources are used over an extended period.

c. Things To Look For In Trend Towers.

The **AVERAGE** is calculated and displayed as a solid blue line to provide a middle point of all the combined MEAN points plotted. One can thus determine above or below average plots easily.

The **STANDARD ERROR** indicator is plotted on either side of the AVERAGE and indicates the range within which the true AVERAGE of the means will statistically occur, accounting for potential chance errors in data collection methodologies.

The **MAXIMA** and **MINIMA** identify the “best” and “worst” survey item responses.

The five **RED NUMBERS** in the left margin and the five **GREEN NUMBERS** in the right margin are suggested topic areas for team assignment. RED numbered teams may investigate areas where improvement potential is greatest, while GREEN numbers indicate potential benchmarking opportunities.

When searching for trends, identify those areas where the Mode is “lower” than the Mean. This may indicate a negative critical mass in the organization. These areas must be taken seriously and prioritized when making changes or improvements. Look for both positive and negative plots that stand out from what appears to be a normal range.

Search also for those instances where the difference between the Mode and Mean is greatest. Where opinion is varied on an important subject (wide dispersion of opinion), it may be difficult to change because people see the situation differently. Normally, it is easier and more productive to unite opinion before undertaking a change effort.

In all cases, use common sense. Organization Diagnostics, Inc. gathers data using at least two methods—numeric scaled responses, and one-on-one interviews, for example. Information produced in these two modalities ought to correlate. Responses to like questions ought to produce the same or similar results.

d. Things To Look For In Bar Charts.

Bar charts give insight into the nitty-gritty of the organization. By displaying every item and the composite of all its responses, one is able to get at critical issues in the organization. Bar charts show all responses arrayed from N to 9. A blue line indicates the MEAN (average response). The tallest bar indicates the MODE (most frequent response). The total number and range of responses to each item is displayed. This makes it easy to see if the item generated:

- ? uniformity of opinion, indicated by tight groups of responses or a modal peak;
- ? total lack of unanimity, indicated by responses spread throughout the scale; or
- ? several modes (bimodal or tri-modal) indicating pockets of like opinions.

Modes at the highest end (9) or the lowest end (N) of the bar chart should be checked. Items that refer to something overtaken by events between the time of the survey drafting and its collection often show up as a 9-MODE. A mode of N (No Response) may be checked for comprehensibility or meaning. These “extremes” should be checked for validity and relevance.

When the bar charts are grouped by UHS element, as at a Data Fair, trends are easily spotted. In some cases, all the high responses or all the low responses may come from items related to the same UHS element. Consensus in one element can be indicated by tight groupings of responses to the items in the survey.

e. Things To Look For In Comments.

Reading comments is rather straightforward but care must be taken not to generalize too much from them. Look for patterns that match other data sources. Look for comments that support your conclusions. Use comments to probe for more information about the graphs, trends, and bars.

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