

## Systemic Perspective

### A. Overview.

Systemic trends surface as a result of numeric patterns as individual items (survey questions) are posted to each of the ten UHS categories listed below. The categories are paired in logical relationships that allow an accumulation of scores. Often, the subtle difference between categories allows a focus to emerge at the lowest cumulative score as a primary remediation strategy. Any remediation strategy will ultimately engage all other systemic elements, but the ability to apply focus to one or two elements (or pairs of elements) adds strength and clarity to corrective activities.

Under normal conditions, the primary remediative strategy must be applied for a lengthy period to show results; normally a re-survey is completed at one year, with a potential shift in strategy at that time if necessary. This process is very much akin to completing a full prescription even if symptoms subside before all the medication is taken.

Each category pair is fully explained on the following pages. Those survey items that pertain to the category are also listed.

### B. UHS Element Summaries.

Survey items were coded to reflect in one of the following UHS elements.

<b>Element</b>	<b>Mean</b>	<b>Mode</b>
o Environment		
o Leadership and Management		
o People		
o Skills		
o Organizations		
o Alignment		
o Information		
o Technology		
o Facilities		
o Equipment		

**Category**                      **Item Numbers**

**Environment**

**Leadership &  
Management**

**General Narrative:**

The combination of the UHS elements of Environment and Leadership & Management is unique in function and importance. It is the prime responsibility of leadership and management to interact with influential people in the environment in such a way that the organization's vitality is secure.

Influential people in the environment include those to whom the top leader may report directly, those in a higher headquarters from whom the leader may take indirect contextual guidance or informal direction, significant community leaders, and customers from whom the organization will ultimately draw the resources needed to thrive. It is a primary function of top leadership and management to “read” environmental influences. They must anticipate what will enable people within the organization to prepare and implement plans that will create successful operations and foster potential growth.

The Leadership & Management function also integrates the internal system functions with information drawn from the environment. Becoming a Champion for improving *worklife culture* is a natural role for leaders who have integrated the internal and the external. *“To empower people in an unaligned organization can be counterproductive. If people do not share a common vision, and do not share common “mental models” about the business reality within which they operate, empowering people will only increase organizational stress and the burden of management to maintain coherence and direction.”*

Peter Senge  
The Fifth Discipline

Under ideal conditions, these two elements have a cumulative score that ranks the highest among the combined element categories.

**Category**                      **Item Numbers**

**People**

**Skills**

**General Narrative:**

The combined elements of People and Skills represent the human capacity of an organization. These combined elements merge the predisposed talents and inclinations of people with their learned expertise, or skills. The result of the merger is a reliable index of the human capacity available for routine organizational use.

In most organizations, the potential capacity is higher than the applied capacity because of the influence of organizational culture on performance. In other words, the interpersonal context within which work happens influences how much potential human capacity is realized. In classical learning organizations, both content expertise (skill) and requisite predisposition (people) are well programmed for optimized performance.

Requisite predispositions cannot be required as a condition of continued employment. Traits such as positive attitude, enthusiasm, self-starting mechanisms, thirst for learning, creative problem-solving are called “discretionary” potential because employees cannot be held directly accountable for them.

Acquired skills, on the other hand, can be transferred to an individual. They can be known and measured, and are predictable. They are often identified with the job performance requirements of a specific position and therefore expected of the incumbent. Our Technology ascribes to a four-level nested skill hierarchy (each subsequent level depends on the preceding level being fully integrated in order to achieve complete success) originally found in the writings of Dr. Brian Hall. The four levels are:

**1. Skills of Dexterity.**

These skills require hand and body coordination. Skills such as typing or keyboarding, the production of documents, running an adding machine, reading and being able to follow instructions, and use of the telephone are a few examples. Without the skills of dexterity present, the remaining skills are difficult or impossible to develop.

**2. Interpersonal Skills.**

Interpersonal skills allow us to be successful in our relationships by applying influence as we interact with others. People with effective interpersonal skills are often best able to occupy positions where influence is critical, such as positions of leadership and management. Yet successful followership capacity also requires finely tuned interpersonal skills.

**3. Skills of Imagination.**

Imaginal skills allow people to vision, plan for a variety of contingencies, find ways to engage one's skills beyond a fundamental predetermined routine, develop new technology, innovate, create alternatives, and deal effectively with ambiguity. Imaginal skills are also used to lesser degrees in both the previous levels, but are an essential foundation for progression into the next level -- systemic skills.

#### **4. Systemic Skills.**

The highest level allows people to "see" how a full system works by understanding how each part of the system interacts to produce the whole, and by understanding the implications that changing any part of the system will have on the whole system. Imaginal skills allow one to hypothesize or project the effect on the whole system if changes are not made to components of it.

**Category                      Item Numbers**

**Organization**

**Alignment**

**General Narrative:**

The combined UHS elements of Organizations and Alignment represent the structure within which interpersonal synergistic potential exists. People perform better and produce more when they are organized in such a way that unique chemistry yields the highest possible results. At times, the replacement of one individual in a work group with another individual will significantly change the chemistry and fully alter the yield from that group.

Normally, the criteria for reorganizing people into more synergistic combinations have little to do with chemistry. More often than not, organizing criteria has to do with career progress, individual qualifications such as seniority, pay structures, or shifts from operational to management positions. Also, many organization charts are based on a hierarchical structure of pay grades rather than a combination of talents required to get a job done. Organization charts were originally established to hold people clearly accountable for resources placed under their control rather than to respond to rapidly changing conditions. An agile work force separates the need for accountability from the need to get work done effectively.

Alignment is the conceptual framework within which work is done. Accounting for the infinite variation in human factors, the cultural realignment process creates unity where disunity might otherwise have been. Cultural Realignment emerges a context for work from within the combinations of people who must do the work. Our Technology advocates the use of a three-part Alignment model that includes the following three major and fifteen integrated minor elements:

<b>Belief Set</b>	<b>Strategy Bridge</b>	<b>Work Regimen</b>
Unique Purpose	Scenario	Goals
Value Norms	Advantages	Programs
Customers/Market	Products and Services	Objectives
Vision	Initiatives	Priorities
Missions/Functions	Standards	Tasks

Cultural Realignment is a continuous process for improvement, yet organization Alignment is a requisite phenomena that exists in all organizations, by default, to varying degrees of effectiveness. Alignment may be written, or not. In written form, it explains where the organization is headed, how it intends to get there, and what people must do each day to realize eventually its desired place in the future.

**Category                      Item Numbers**

## Information

## Technology

### General Narrative:

The combined UHS elements of Information and Technology represent a unique fingerprint of how the organization passes what people want and need to know from one person to another. Information flow includes the passage of vital information about the technical aspects of assigned job tasks, planning information about the future of the organization, cultural information about how to be successful on the job, emotional information about the feelings of coworkers, and even social information that permits friendly relationships to develop.

The Information continuum is depicted in the following progressive hierarchy:

**Data** - Bits of information in its lowest form.

**Information** - Combined bits of data that form patterns and trends to which one might respond intelligently.

**Knowledge** - An accumulation of information that can be called upon to solve problems.

**Wisdom** - Formulated conclusions drawn from knowledge and experience that have a reliable decision making influence on success.

At its best, information flows effortlessly from those who have it to those who want and need it. Successful information flow is largely dependent upon the pipeline deliberately provided for it; the forum for information flow. People can exchange some information electronically, and some must be exchanged through face-to-face encounters. Information exchanged from one person to another for the purpose of replicating a process with predictable and reliable results becomes technology.

Technology is written guidance and instructions that allow a successful process to be repeated with reliable and predictable results. Technology consists of anything written down that people use to achieve a desirable end. Job aids, technical manuals, office SOPs, and Strategic Plans are all examples of Technology. Organizations can purchase someone else's Technology for some applications, but generally must create their own as well.

**Category**                      **Item Numbers**

**Facilities**

**Equipment**

**General Narrative:**

The combined UHS elements of Facilities and Equipment represent the physical working conditions of the organization. People working within these conditions have minimal expectations that must be met before they focus their attention on the work they are expected to perform. The Facilities element includes the building and immediate surrounding area. It also includes a notion of proximity to important people and the ease of access to those people who must be dealt with on a regular basis. Naturally, the internal comfort conditions are included: heat and air conditioning.

Equipment includes all the tools of the trade which enable people to do their job. For a carpenter this might be a saw, and for an executive the tool might be a notebook computer.

## The RGB Composite Profile

### A. Overview.

The RGB Composite Profile is an aggregate 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, but this is not an exact science, nor is it an infallible predictor of group behaviors. 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.

### B. Color Balance.

Under ideal conditions, an organization will have a near-balance of Red, Green and Blue dominances (explained below) that will generate creative cultural 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 domination across the organization. Where one color clearly dominates, competition tends to be high within that color's domain. A Blue culture fosters competition over direction, a Green culture over methodology, and a Red culture over the application of resources.

### C. Color Dominance.

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 already occurred to be sure 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 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.

**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 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.

#### **D. Composite Scores and Composite Task Compatibility.**

When Matching Tasks with Talent regimens have been completed, a Compatibility Composite is created that provides an aggregate Composite Profile score for both Individual RGB Inventories and Task Compatibility.