

Leaders, Managers, and Supervisors Potential Involvement After Data Results are Received

Those in positions of leadership, management, and supervision are critical to the success of change efforts that normally follow the delivery of survey results. *QWLC* offers two paramount parameters at this time:

- ? Take a "no-fault" posture concerning how the organization got this way, and
- ? Make NO reprisals toward those who have given their opinions in an effort to improve conditions. Engaging in any activity contrary to these two parameters will make things worse at a critical time.

Outcomes:

1. Create confidence that recommended courses of action that have emerged from the data are realistic and on-target.
2. Create momentum for change that will instill confidence in the workforce that they have been heard, and that appropriate action can and will be taken to address their concerns, when possible.

Methods:

1. Provide Supportive Remarks. Make public "remarks" at the Data Fairs/Breaks and subsequent staff meetings that herald support for continued follow-through activities based on the results of the survey. Also, invite people to sign up for potential team activities before they leave the room or to make their desires known shortly (no guarantee they will be selected for Team assignments).

2. Schedule Coaching Labs. Schedule and invite those who have volunteered for Team Activities to attend a "live" data Coaching Lab that will provide additional insight into the root of symptoms identified in survey data, and accommodate initial Team planning sessions.

3. Charter Teams to Help Improve Organizational Conditions. Officially charter and support Team activities that cross-boundaries to improve organizational concerns. Use the survey data results to find issues and create event plans.

4. Keep Records. Insist that the *CapacityWare*TM Event Module (your *CapacityWare*TM Administrator has been trained to perform this function, but will need your support) be used to track event activities so that improved performance can be measured against Team activities. Document successes and failures so that the organization can learn from both. When things work well, create a "Best Practice" record that will allow others to learn from your successes when they encounter similar issues.

5. Periodic Organizational Feedback. Use already-in-place media (or create an appropriate media) to report progress toward results to the entire organization. For every month that progress is made toward significant issue improvement AND fed back to the organization

you can expect a 0.1 increase in the Quality of WorkLife Index. Just making progress without feeding that progress back will do marginal good.

6. Support Team Efforts. Find innovative ways to support the efforts of chartered teams. When possible, rotate members or "overstaff" teams to be sure that meetings can be held even when organizational demands limit attendance. The development of organization capacity through teamwork is as essential to future vitality as many other activities - it falls within the "real work" of the organization too.

7. Regular Meeting Agenda Item. Put Quality of WorkLife on the regular meeting agendas across the organization and expect reports from individuals involved in the various Team activities OR get reports from *CapacityWare*TM that summarize activities (not always available initially).

8. Include Quality of WorkLife Information in Routine Briefings. Incorporate Quality of WorkLife updates in meetings with any group that supports your organization so that they know what you are doing to improve capacity. This is especially true of employee orientations.

9. Consider Measurement Follow-up. Collect data that supports "finding out" if the Team activities are actually bringing about the desired improvement you seek. Collect quantitative data in the form of small periodic samples, as well as anecdotal evidence. Shift emphasis to make the desired progress.

10. Visibility. Consider recognition and rewards that align with support for developing broad organizational capacity. Incorporate this "category" of activity so that it is as important as any other in the organization.

Resources:

1. Time. It would be wonderful if developing an organization's capacity didn't take time away from other pressing organizational priorities - but it does. All too often an organization that is in need of capacity development has meager resources (especially time) to devote to the development effort. A decision to ignore the data, and press on with business as usual, normally exacerbates the issues that have surfaced on the survey.

2. Attention/Emphasis. The development of organizational capacity is inherently a function of leadership, management and supervision. It is a paradox that the development of capacity emerges from non-management and non-supervisory ranks, yet requires support from those in positions of authority to allow that emergence to happen.

3. Funding. Funding for essential elements is critical if capacity increases are to occur. Careful prioritization of resources is always a trade-off. Consider carefully the return-on-investment on any spending.