

Introduction, Overview, and Course Description

A. Course Objectives.

1. Correct/fix LMS and Workforce Survey Deficiencies. During two separate data collection efforts in the Fall of 2008 *QWLC* isolated 10 survey items that ranked lower than the rest. All ten items pointed to a need that those in positions of authority need to learn and behave more effectively in their relationships with members of the workforce.

2. Establish a Standard for Leaders, Managers, and Supervisors Behavior. There seemed to be no specific requirement to become and keep a position of authority in the Department and that seems to have created a wide disparity between those in positions of authority as to behavioral norms within the Department sub-culture of the City.

3. Achieve Results through a "Learning and Doing" Combination. Completing a purely academic drill is an inappropriate approach to correcting behavioral concerns subordinates have of their supervisors because of: 1) the enormous power of the Department sub-culture (negativity and lack of accountability), and 2) a prevailing yet misguided belief that knowing better will result in doing better.

4. Engage the Significant Change Agents that are positioned to Leverage Change. The session participant list is composed of significant members of LMS who generally supervise or influence more than 10 individuals in the workforce who are full-time employees AND/OR are trained facilitators who are significant front-line members of the Change Agent Team. As facilitators, these individuals become an immediate resource for the LMS who must "make change happen" by virtue of their authority or informal influence.

5. First, to Learn and Do, then to Teach and Check. Selected participants in the first wave of the course will facilitate the learning of the next wave and check during follow-through that expected change is normalized. This "cascade" effect is expected to become an integral part of the organizations' culture by the end of the third cycle.

6. Form a More Productive Relationship Between Change Agents. Currently, a tug-of-war often pits the RGB Initiative Roles and the traditional Roles of the Customer Service lines-of-authority against each other. By integrating learning teams that mix these groups effectively, a by-product of enhanced performance is expected to result.

7. LMS Focus. There are four primary areas of focus that each module in this "course" is likely to emphasize: stressing the importance of alignment (Beliefs Set, Bridge Strategy, and Work Regimen), expanding the methodologies of formal communications, exploring the undercarriage of trust (mutual priorities), and upgrading the implications of accountability. Woven into all of these imperatives will be the missing thread of viable, purpose-driven, justifiable awards and recognitions for unique distinction, especially in the realm of capacity development and/or recovery.

B. Duration, Pace, and Attendance.

1. Duration. This course has been established for an indefinite duration, but will conclude as the data from the organization begins to produce concrete evidence that course objectives are being met.

2. Pace. The frequency of sessions is expected to be weekly or twice a month as practical depending upon other Department priorities. Most sessions will be scheduled on Wednesday morning between 9am and Noon. Locations will be announced separately and will be listed at www.ltodi.com/LMS_RGB_Guide.htm.

3. Attendance. Attendance is mandatory, however, legitimate provision for non-attendance at a specific session may be required from time to time. The appropriate primary LMT member will approve requests for absence.

4. Official Duty. All homework and Between Session Assignments or Exercises are expected to be completed during normal duty hours as an official assigned tasks under "Other duties as assigned." This paragraph applies to those non-participants with whom the participant interacts as a part of course requirements.

C. Each Session.

1. Homework. Participants will be required to complete all homework assignments before attending the subsequent session. Homework is not expected to be inappropriately time consuming.

2. Reading Dialog and Insights. At each session, when appropriate, the Course Facilitation Team or a key participant will lead a discussion focused on the reading assignment and it's implication on the Department.

3. Core Concept in Practice. Each session will have one or more core model described in a brief lecturette by the Course Facilitation Team. Also, explained will be the practical application of understanding and applying what is learned to real work-life scenarios to bring about improvement. This does NOT assume that people are not already applying this understanding, but rather than application falls short of being universally understood and applied.

4. Participation in Session Discussions. Attendance is not enough. Participants will be required to engage during Session Exercises, interact during discussions with the facilitators (by providing questions or comments), or report on Between-Session Assignments and/or Exercises.

5. Engagement in Session-Exercises. During sessions, participants will be expected to engage fully in discussions, dyadic encounters (one-on-one discussions), and the delivery of reports of Between-session Assignments and/or Exercises.

6. Completion of Examinations. At the end of each session, all participants will be expected to complete a short examination as evidence that they understand the material covered. Examinations must be completed in writing, or by request verbally with a facilitator of choice.

7. Completion of Between-Session Assignments. Every session will require participants to complete one or more assignments before the subsequent session. The assignment will normally require interactive engagement with another individual (not always an employee of the Department) within a context provided during the session. Assignments are not expected to exceed reasonable periods.

8. Confirmation Feedback from those Engaged in Assignments. The individual with whom the participant engages must be asked to complete a Feedback Form (either in hard copy or online - preferred) for the participants to receive credit for the assignment.

Notice: Any participant that is not sufficiently familiar with Internet protocols/mechanics must notify the Course Facilitation Team by the end of the first orientation session.

D. Experiential Learning by Doing.

1. Briefly Present Concept. A single concept will be presented along with the practical nature of applying that concept in the organization.

2. In-session Dialog. Participants will engage in small group dialog exercises to list potential advantages and potential shortfalls of applying the concept.

3. Doing. The Between-session Assignment or Exercise will be distributed and discussed so that all participants will be able to effectively complete the assignment before the next session.

4. Reporting. At the subsequent session participants will report what happened and what might have been learned that can again be applied.

E. Course Reference Materials.

1. The LMS-RGB Experiential Learning Guide. The LMS-RGB Experiential Learning Guide is distributed to each participant during the first (orientation) session as the course begins. This Guide must be brought to each session with the participant. It will generally contain the minimum course materials needed for the current and/or subsequent sessions behind

the appropriate Tabs. Reference material for future sessions may be handed out as needed or made available online.

2. Online References to be Downloaded. An Internet web page will be maintained as a single-source gateway for information for participants - www.ltodi.com/LMS_RGB_Guide.htm .

3. CapacityWare™ Software Best Practices DataBase. Each participant will have installed on their computer a functional copy of *CapacityWare™ Software* for their use during and beyond this course. If instructional materials are needed beyond what is available in the Guide, several Internal RGB Facilitators have a complete manual as well as addresses for online references. In the event installation is not complete by the first orientation session, advise the Course Facilitators.

4. Job Documentation - Job Descriptions and Job Aides. Some activities will require the participants job description and other job aides, as well as that same documentation for members of the workforce they supervise. If those materials are not readily available, it is suggested they be obtained as quickly as possible.

5. Printed Publications/Books. This course will require reading/study from the book, Managing Transitions, by William Bridges, Copyright 1991, 2003 by William Bridges and Associates, Inc. This text will be provided at one of the early sessions by *QWLC*. Additional texts will be provided to selected individuals as a means of broadening the subject matter as needed at the discretion of the Course Facilitation Team.

6. Online Forms to be completed as required. Some forms (for example - a Feedback Form to be completed during Between Session Assignments and/or Exercises) may be located using the LMS-RGB Guide online page (address provided above). If hard copies are needed, there is a downloadable copy available online at the single-source page.

7. 101 Acts of Realignment Online Form. Some homework and Between-session Assignments and/or Exercises will require the use of the 101 Acts of Realignment online form. It can be accessed through the single-source gateway page.

8. Course Handouts. Some handout materials will be distributed during the sessions to which they pertain and will be identified (upper right) as to the Tab behind which they belong.

9. Department Documents pertaining to this Project. The Department client CHART can be found online and is accessible directly or through the single-source gateway. These documents include materials that have been generated from the inception of the project and new documents are posted as they are finalized several times each month. .

10. Participant Transcript. Each participant will have an online Internet Transcript of their performance available within one week following the completion of any transcript requirements. The address for access is www.ltodi.com/CLT-XXXXXXX*.htm with the default password of "password" which can be changed to suit the participant by requesting the change (*XXXXXXX represents the last name of the participant unless otherwise informed).

F. Participant Photo.

To facilitate identification/recognition participants will have a suitable digital photo taken during an early session and posted through *CapacityWare™ Software* so that it will be available to all.

G. Session Charts.

Facilitators will maintain charts during each session as a public record of important dialog. Immediately following each session these charts will be digitized and will be available for download from the www.ltodi.com/LMS_RGB_Guide.htm site. It is recommended that these charts be printed out and placed behind the appropriate session Tab or posted with the model material to which it pertains. If the charts are recorded incorrectly or are incomplete participants will be required to ask for a revision AT THE TIME errors or omissions are noticed. Once the session ends the charts are considered complete and accurate if not otherwise noted.

H. Course Protocols - Course Ground Rules.

- 1. Civility.** We'll stay civil as we interact with each other.
- 2. Notification of Absence.** If we can't attend a session, we'll notify the Facilitation Team at ltodi@aol.com or (757) 591-0807 or Cell (757) 880-9430.
- 3. Participation.** Over the course of each 3-hour session everyone will have something to say either in open forum or in sub-group exercises. Participation in open forum will be noted as MOST acceptable. Participants will get out of this initiative what they put into it. Just attending is insufficient.
- 4. Between-session Assignments and Exercises.** All sessions have Between-session Assignments or Exercises that require attention. Some will take longer than others will, but all deserve whatever attention is reasonable to produce a viable learning that can be shared with the group at the next session. Learnings from Between-session Assignments and/or Exercises require sharing if called upon to do so.
- 5. Priority e-mail.** When participants receive an e-mail from the Course Facilitation Team or other participants with a lead in the SUBJECT line of RGB or T3, that e-mail will receive an acknowledgement or appropriate response within a reasonable time - generally less than 48 hours.
- 6. GEM Registration.** If a GEM is won/awarded, it will have to be registered at www.ltodi.com/GEMRegistration.htm in order to be "counted" in any way.