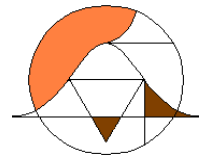


INTEGRATING THE ORGANIZATIONAL COMMUNITY



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Table of Contents

ORGANIZATIONAL COMMUNITY 3

What makes up the Organizational Community? 3

 Defining the Right Community..... 3

 The Empowering Organizational Community 4

 The Community Delivers Value 4

 What is Value? 4

THE COMPLEX PUZZLE OF TRANSFORMATION 6

Roles that must be played 7

 Design Build Team..... 8

Necessary Pieces to the Transformation Puzzle..... 9

 Business Strategy..... 10

 Senior Management Team..... 10

 Assessment of Organizational Community 11

 Customer survey 11

 Individual and Team Assessment 11

 Strategic Planning..... 12

 Strategic Business Planning..... 12

 Strategic Marketing Planning 12

 Quality Consulting..... 12

 Total Value Management 12

 Cultural Strategy..... 14

 Human Relations and Development 14

 Wage and Benefit 14

 Hard Skills Training 15

 Soft Skills Training..... 15

 Building Capabilities into the Organization..... 15

Integration of the Puzzle Pieces..... 15

INTEGRATION TOOLS..... 16

Creating Strategic Business Partnerships 16

 Technologies and Process Tools for Developing a Partnering Mind-set 18

 Process Tools for Developing The Strategic Partnering Opportunity 18

Concerns Based Change..... 19

 Change and New Methods..... 19

 Integrated Adoption of Change 21

 Step One: Align and Harmonize Simultaneous New Methods 21

 Step Two: Define and Communicate the New Method 22

 Step Three: Track Adoption 22

 Step Four: Evaluate Concerns 22

 Step Five: Act to Eliminate Barriers..... 24

Approach 24
Benefits..... 24

NEXT STEPS 24

TEAM CAPABILITIES..... 24

Pecos River Learning Centers, Inc. 24
Types of Intervention..... 25

Olympic Performance, Inc. / John Inman and Associates..... 26
Types of Intervention..... 26

Table of Figures

Figure 1 Value begins with the individual 5
Figure 2 Add value through interpersonal relationships and work as a whole system 6
Figure 3 Delivering value in an integrated model..... 10
Figure 4 Whole systems approach for value delivery 11
Figure 5 Value Target: Drive to Target 14
Figure 6 Successful Use of Integration Tools..... 17
Figure 7 Opportunity Map 19
Figure 8 Example of New Method Description (introduction of quality control charts) 22
Figure 9 Stages of concern 23
Figure 10 Example of a Concerns Profile..... 23

The purpose of this paper is to provide an integrated approach to the formation or the transformation of the organization. New terminology and/or current terminology used differently will be clarified in footnotes or in the body of the paper. The objectives of this paper include creating a clear understanding of our model of the integration of the organizational community as an effective approach to organizational change, clarification of the new concepts and how they can be effectively applied to customer organizations and creating an in-depth understanding of the tools necessary for integration and when they can best be used. Change is difficult but does not need to be complicated. There is a certain dignity in simplicity. This approach is an effort to simplify the transformation of the organizational community.

Organizational Community

Many employees have moved from their home towns or those towns have grown so much, they have lost the feel of the traditional community, a community where people shared, lived and worked together as a family. Now, more than ever, organizations are being asked to replace that lost sense of community. Management teams faced with reduced profits and declining markets are beginning to understand they will no longer prosper using the old road maps. Many are turning to more radical change to regain the success they have lost. As organizations struggle with how to change to meet the new demands, they find themselves trying concept after concept in an attempt to capture the right mix of method and culture to create their envisioned organizational community. Their success in the change process will depend on the organization's ability to fully integrate the different pieces of the change puzzle. Often, organizations with the best intentions end up adding one piece of the change puzzle at a time, creating continuous disruption and confusion. The danger is concentrating on each piece of community development as an individual piece, rather than treating the community as a whole puzzle where all of the pieces fit together. This is the difference between having all of the pieces to the puzzle present for change and throwing them into a box versus using an integration process to assemble the pieces into a completed puzzle. Integration will help create a change process that begins to look like the completed puzzle of the whole community rather than a collection of individual pieces.

What makes up the Organizational Community¹?

There are many types of communities in a society. Communities are often people banded together for a common cause and purpose. There is a sense of fellowship in a community, a commonality that binds the individuals and teams in that community together. A community can be a group of people living together, a religious group or a professional group of educators or other professionals. Organizations are also a community. An organization provides the necessary link for diverse individuals and teams to band together for a common purpose and develop fellowship and belonging. It is necessary for management teams to understand they have an organizational community and to understand that the culture created in that community may or may not support the type of community they envision. There is more to a community than the people and teams that make up the community. Communities include: 1) a shared reason for being: a mission or purpose, 2) a shared ethical base and set of values, 3) a shared vision, 4) an agreed upon set of acceptable behaviors (the rules of the game), 5) a culture: the style of how we work (the way we do things around here), 6) an infrastructure to support and service the needs of the community, 7) the people in the community, 8) a sense of fellowship, 9) the delivery of value to customers of the community. Often, management teams find the culture they have created within their organizational communities must be changed to create the results they want. When an organization is transforming its community, the intent of this process is transforming the community in harmony.

Defining the Right Community

Much discussion is centered around whether one organizational culture is better than another. It is far more healthy to address the differences as differences in style. There is not a right or wrong style of culture; however, there are styles that work better in our world of permanent white water than others. Once a management team

¹ Organizational Community is a concept that has been developed as the foundation of the new book that John Inman, Larry Wilson, Ron Sarazin and Herschel Wilson are writing. The anticipated title of this work is *Learning to Fish*.

understands the volatile market in which it operates, and defines the results it wants to achieve, the style of organizational community it targets as a model will have a profound effect on its ability to achieve the results it envisions. There are several labels for the style of organizational community that tends to thrive and grow in permanent white water; the label of *Empowering Organizational Community* is used for the purpose of this discussion.

The Empowering Organizational Community

There are several terms used to describe what we call the Empowering Organizational Community, yet they all seem to have the same basic components. These communities first of all are based on the T.A.S.T.E.² acronym of Truth, Accountability, Support, Trust, and Energy. The many variations of Empowering Organizational Communities also have several other attributes in common. These include uncovering errors, work designed by employees, lateral, collaborative, add value, continuous learning, internal alliances, and strategic partnerships. The basic shift is from a community based on command and control to one based on these attributes, the attributes of the *Empowering Organizational Community*.

The Community Delivers Value

Many of the change efforts we have seen over the last 15 years have fallen into the general category of Total Quality Management³. There are many facets of TQM as a general umbrella concept. The intent of this paper is not to explore all of the different attributes of TQM. However, most of the approaches are focused on creating or improving Quality. These are often tool, method or cultural based. As each one of us thinks of Quality, in all likelihood we would each have a wide difference of opinion on what Quality is and how it is delivered. This is one of the primary reasons there are so many different approaches to Quality improvement. Virtually every consulting company working in the Quality arena has a definition of Quality and a method for improving and delivering it. One of the concerns we have with the use of Quality as our measure of delivery is that it doesn't always address whether the Quality delivered is of value to the customer. Let's move beyond Quality as a concept to understanding how it fits into the larger picture of delivering value to our customers and community. To move beyond Quality, we turn our discussion to value. In an organization, we have the opportunity to deliver value to our customers, both inside and outside of the organizational community.

What is Value?

Since Quality can be a difficult concept on which to gain consensus and to visualize, we use the concept of delivering and improving value. Value can be managed and improved in relationships and in work as a whole system. There are distinctly different routes to improving the value delivered from an individual, team or from the work as a whole system and managing the value delivered. Whether improving or managing value, value starts with the individual and then works out through the organizational community to our customers. The value the customer receives will depend on whether or not the customer perceives that the information, product or service is of value. Information, products or services can be of high quality and have little perceived value to the customer. Again, that customer can be inside or outside the organizational community. The model that follows is based on an original model developed by Ron Sarazin of Olympic Performance, Inc.⁴. It is easier to understand why all changes to the organization must be integrated as we follow value out from the individual to the customer in society. Each change is linked to the next and none can effectively function in the organization without being closely aligned with all the other changes in the organization. (See Figure 1.)

² T.A.S.T.E. is an acronym that exemplifies the optimal values and behaviors of high-performing individuals, teams, and organizations and was developed at Pecos River Learning Centers.

³ Total Quality Management is a generic term that is used to describe the larger field of work involved in quality improvement of work and systems.

⁴ Ron Sarazin and John Inman took the original model of quality as delivered through the system to the customer originally developed by Ron Sarazin and transformed the model to deliver value. Recently, they modified the model to show the flow of value out through to society.

Value has two distinct paths for improvement⁵, both of which must be integrated to provide the optimal value to the external customer and society. Quality improvement has been the main stay in work and systems improvement. Total Quality Management as a field includes conformance to customer expectations and delighting the customer; however, this still does not fully explain how to deliver the optimal value to the customer. When discussing value, we begin to integrate at a systems level areas that are not traditionally integrated in the Quality improvement arena. One way to build value into the organizational community is through improvement of or management of work as a whole system. Most of the classic Total Quality Management efforts fall within this branch of value.

Work as a whole system can either be managed or it can be improved. Many change efforts are designed to improve the work in an organization. There are four main types of improvement employed when changing or improving the organization and each has its place depending on the circumstances. These four types of improvement are **Control, Streamlining, Reengineering, and Repositioning.**

- **Control** - If the designed output of the process is what is desired, the process is desired, but the actual output has defects and variability, efforts to control the process are instituted to reduce variability and defects, i.e. improve value.
- **Streamlining** - If the designed output of the process is what is desired, the process is desired, but there is inefficiency, fat and waste in the process, efforts to streamline the process are instituted to reduce the waste and inefficiency. Right-sizing is an example of streamlining.
- **Reengineering** - If the designed output of the process is what is desired but the process is not desired or is faulty, efforts to re-engineer the process are instituted to create a new and better process. This causes a large amount of disruption in an organization and requires some rule changes but can be very beneficial if well targeted.
- **Repositioning** - If the designed output is not what you want, regardless of the value of the process, its leanness or its control, a new outcome must be defined and the following process changes made to create the new outcome. This is an excellent time to design well controlled, streamlined processes.

Another way to add value involves managing and improving interpersonal relationships within the organizational community, the world of the external customer, and the society within which that customer lives. Being able to effectively manage and improve relationships in an organizational community depends on the competencies of the individuals in the organization. To lead and improve the relationships within the organizational community, leadership competencies are developed in the management team that will support the building of and the sustaining of the Empowered Organizational Community. At the same time, contributor competencies are developed in all of the members of the organization that will encourage the understanding of and management of relationships.

Value begins in the center of the organizational community and works its way out

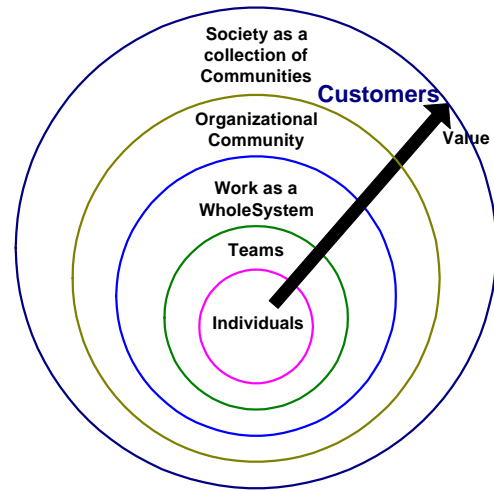


Figure 1 Value begins with the individual

⁵ John Inman developed the original model on which the model found in figure 2 is based and has based much of his work on the integration of the organization on developing both branches of value. Please note that Ron Sarazin developed the Leadership Competencies on the flow chart and John Inman added the Contributor Competencies.

Many times the improvement efforts in organizational communities fail because they do not recognize that improvement of work without the corresponding improvement in the relationships in the organizational community are only a small part of the change process. Giving community members new tools for improvement without giving them relationships that will support those tools, can end in very disappointing results. At the same time, giving community members new relationships without change tools also can lead to disappointing results. Pieces of the puzzle representing both branches of value must be present and integrated for the transformation to be effectively produced and sustained. A flow chart of the management and improvement of value as introduced to this point follows. (See Figure 2.)

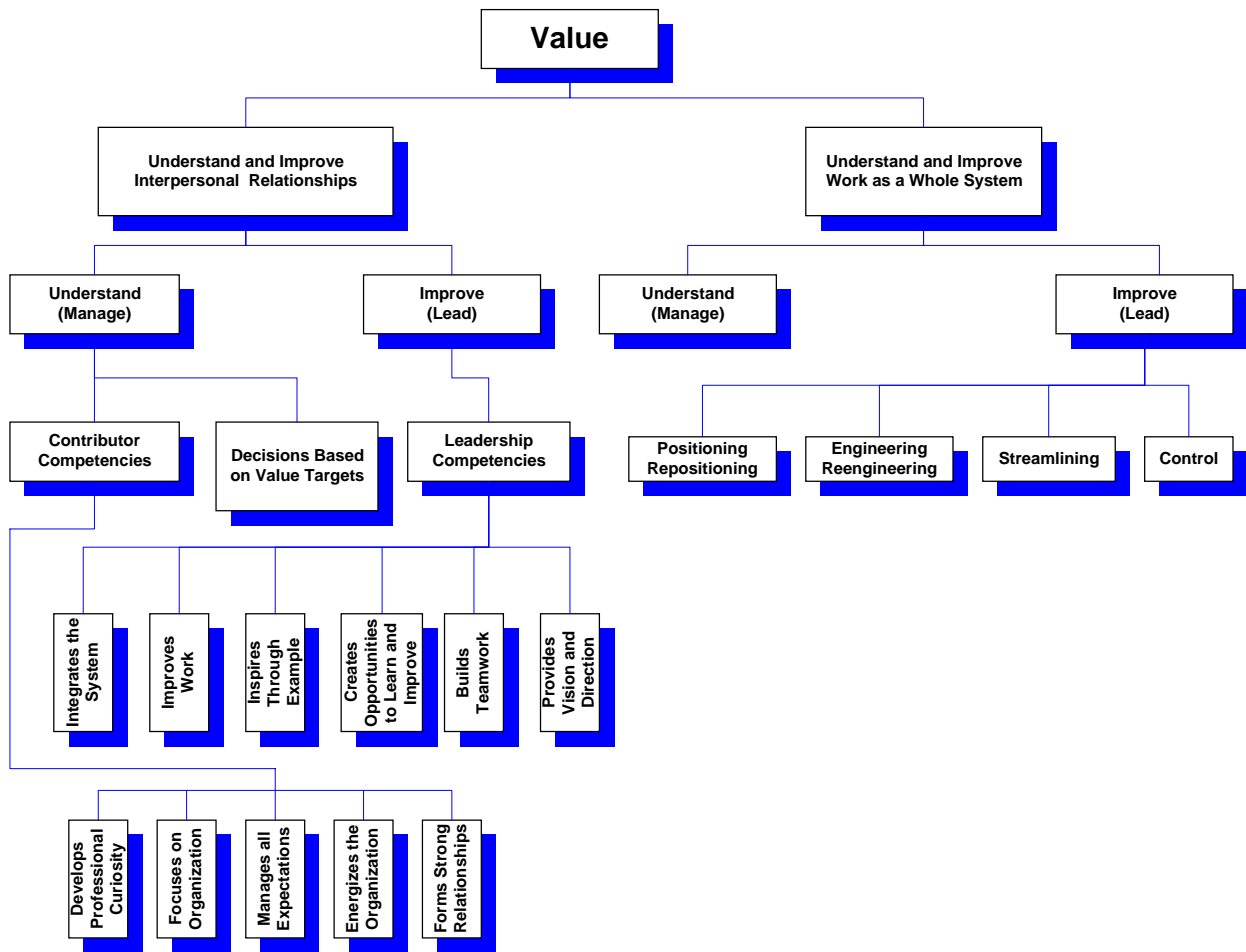


Figure 2 Add value through interpersonal relationships and work as a whole system

The Complex Puzzle of Transformation

We have seen a never-ending stream of different theories for improving or changing the organization. Even though transformation may be a term that is more intimidating than change, for the purpose of this white paper we will be using the term transform to include all change efforts, large and small. Many of the firms that have developed their particular methods for the transformation process claim that their approach should be “the” approach for the organization. It is not uncommon to see in an organization experience what can be called the “Guru of the Year” approach to transformation. One year the organization will try Total Cost of Quality, and after lack luster results will then try Total Maintenance Productivity the next year, and then the next year Total

Cycle Time and then Reengineering and so on and so on. Each effort fails to produce the envisioned results, and the leadership of the organization and team members become more and more demoralized.

Unfortunately, transformation is a complex puzzle and usually has many pieces in the form of new methods. A new method can be described as an attempt to change something. Not only do new methods differ widely in purpose and form, the correct combination of new methods must be present to provide the needed tools and knowledge to successfully transform and sustain that transformation.

Difficulties arise from two directions as organizations try to transform. When there are several groups helping with the transformation and none of them are working together, team members can be highly frustrated with the conflicting messages and the transformation effort often delivers poor results. When there are not enough pieces to the puzzle present and the transformation is dependent on one process while lacking some key tools to help create the new community, the process often delivers poor results. Clearly there is has to be a better way. Carefully selecting the new methods and then integrating them together into one harmonious approach can deliver the results envisioned.

Rarely do we applaud the government for providing insights to the private sector. However, when it comes to the concept of community planning and development, the private sector can gain some insights. If an organization viewed as a community, then community planning and development becomes the driving force behind the fulfillment of the organization envisioned. It is a fully integrated function where each piece is carefully selected not only for its own value but also for its ability to support and develop the community as an integrated whole. If the transformation process is designed and integrated early, the need to intervene in the transformation process later will be less likely to create integration of already introduced new methods. This is where the power of Community Planning comes in. It is by design, but not always in application, an integrated transformation approach to the community. To have the process work effectively, there are several key roles that must be played. To create an integrated transformation process designed from the start to be integrated, the key roles must be clearly defined. Each player involved in the transformation must be carefully selected to ensure his or her willingness to work in the team.

Roles that must be played

Whether or not an organization is forming or transforming, there should be a Community Development Team⁶. This group can play several roles in the transformation process. One role is the role of the steering committee. The steering committee oversees the transformation process and makes sure it is creating the results envisioned. The next two roles, prime contractor and general contractor, can be played by the Community Development Team or an outside company can be selected to fulfill one or both of these roles. The assignment of these roles is extremely important if the organization is designing an integrated transformation or formation from the beginning. Bringing in an outside company to fulfill the role of the prime or general contractor for the transformation effort is less common. When an organization's steering committee fulfills this role, it may want to team with someone with strong experience in orchestrating a complete change effort. It is almost always the case that if well into the transformation, the Community Development Team will want to play these roles. The effort of defining roles in a process is equally important to who will play the specific roles. If the Community Development Team wishes to have an outside organization be responsible for the orchestration and design of the transformation process, it is responsible for selecting the company that is to play the part of the prime contractor⁷ or if the Community Development Team is going to play the part of the prime contractor, it will

⁶ In organizations that are transforming, this body is quite often the Quality Council or in our terminology, the Value Council. Ideally, the leadership team in the organization would play this role and in a greenfield project (a start up) this is the way to best set up the process. Only if the leadership team is fully modeling the vision of the transformation, can they effectively act as the Value Council. As the firm matures and the behaviors mature, the need for a Value Council will generally diminish.

⁷ The prime contractor in a project is a legal representative of the owner. The prime contractor can represent the owner legally in negotiations, project selection and in design.

select a general contractor⁸. In many cases, the role of the prime and general contractor will be the same. To have a fully integrated process, these roles must be defined and fulfilled. If these roles are well played, the pieces of the transformation are selected and analyzed for their compatibility and their willingness to work together for the good of the organizational community with the net result being a fully integrated transformation effort.

The two different approaches to organizational transformation are similar to processes used in construction where the roles of prime and general contractor are well understood. One approach is to design the project with an architect, estimate the cost and then bid and select the general contractor that says he or she can bring in the project as designed and at the price estimated⁹. In this process, the contracting organization receives no input from the contractor that is building the project. And, the general contractor's prime interest is how to keep the customer happy while trying to figure out any way possible to make money from the low bid given for the contract. The outcome is often cost overruns, unexpected changes to the project and a lack of integration in the project. The end result can be a very unhappy customer.

It takes a very good contractor to balance the interests of the customer and make money using this approach. Some organizations believe that this is the only way it is done and accept the aggravation and frustration that comes from this type of project. Many organizations that move into organizational transformation use a similar approach but it can be even less integrated since they have not selected a general contractor to control the project. This would be similar to hiring a series of sub-contractors all designing and implementing pieces of a plan without the leadership of the general contractor. There would be conflicts, timing would be off, different pieces would not work together and the project would most likely deliver poor results.

There is an alternative. It is one that many organizations involved in construction use and is similar to the approach being explored here. In this approach, the transformation is based on a design build approach¹⁰. A design build approach to a project is based on a partnership between the contracting company and the prime or general contractor who is intimately involved in the design of the project as a whole. In this process, there is someone responsible for an integrated design and orchestration of the transformation of the community. This will help the organization get the results it envisions.

Design Build Team

When selecting a consulting company to act as the prime or general contractor or when selecting a consulting company to work in partnership with the steering committee in the organization, it is critical that the consulting company is willing and able to work closely with the organization. A true strategic partnership is formed. The contractor's role is elevated to the position of helping design and implement the whole transformation process.

The company must understand the need for integrating the transformational process and have the integration tools necessary for the process. All parties participating in the customer's organization must come together to understand the whole process. Any company may want or be able to fill this role for the customer.

Pecos River Learning Centers and the John Inman and Associates / Olympic Performance, Inc. strategic partnership have created tools and concepts designed to support the design build process as presented in this paper. *Creating Strategic Business Partnerships*¹¹ is Pecos' process for bringing together into partnerships the different players that want to play the game together.

⁸ The general contractor manages the project on a day to day basis and reports to the prime contractor or to the owner. Often the design function reports to the general contractor if the design does not report to the prime contractor.

⁹ The process is similar to the process of building to specification.

¹⁰ Design build is the construction equivalent to manufacturing to target. This is a quality approach to production and reduces costs and improves quality. Producing to target is the key underlying concept that the Quality movement is based upon.

¹¹ Creating Strategic Business Partnerships is a process developed by Pecos River Learning Centers to bring key customers and suppliers together in a facilitated 4 day partnering process with the outcome a long term strategic partnership. This forms the foundation of the similar process that will be outlined for a transformation team.

The key role of Pecos is as one of the sub-contractors in the transformation process. The John Inman and Associates/Olympic Performance, Inc. strategic partnership also plays a key role as a subcontractor. They can also act as a prime or general contractor or in partnership to design the transformation process. They use an integration tool for the transformation process based on the groundbreaking process of *Concerns Based Change* developed by Ron Sarazin of Olympic Performance, Inc.¹².

The team made up of Pecos, John Inman and Associates and Olympic Performance is working to help change the way organizations transform. As customer organizations explore integrating the transformation of their organizational communities, Pecos or the John Inman and Associates/Olympic Performance team¹³ or combinations of the above can help them understand how this process aids the transformation process. As members of the design build team, these organizations would be available to help design the transformation and select consulting organizations willing to work in a team to create the integrated transformation of the customer organizational community.

Necessary Pieces to the Transformation Puzzle

There are key elements that must be in place to insure that the transformation is not only successful but will be sustained. An organization involved in transformation may not know what pieces are necessary and very well might leave key pieces out or duplicate new methods from different vendors. Not only being able to integrate the new methods involved in the transformation but being able to choose the correct mix of new methods for the organization is the prerequisite to a successful and sustainable transformation.

When an organization explores using a new method to make changes to the organizational community, that method will have an impact on the work the individuals and teams are performing. To fully understand where a new method fits into work as a whole system, it is first necessary to understand the different types of work in the organization that support the delivery of value to the customers of the organization. These types of work must be understood and managed to insure the expected value is delivered to the customer. They are added to the flow chart describing how value is managed and improved. (See Figure 3.)

There are four types of work within the organizational community. Each is important and plays a role in delivering value to the customer. Work is performed through tasks, projects and processes. Each type of work delivers a different type of value. The work involved in the delivery of the product or service is the main value the organizational community was created to deliver. Organizations usually have become proficient at managing the work involved in the delivery of value to the customer. They usually have not, however, done a very good job of managing how to improve that work. This is where development work comes into the picture. Development work involves producing future value for the organization. This is what new methods are designed to do. Virtually all of the work involved in transforming an organizational community falls within the area of creating future value. This is the place where the integration of new methods is often the weakest. Recovery work is performed as a whole system and is designed to recover value lost in the delivery of the product to the customer. Lost value is usually due to information, products or services delivered to the customer that does not meet his or her expectations. If you ask most managers where they spend the majority

¹² Concerns Based Change is a key process to integrate the transformation puzzle and has been developed by Ron Sarazin of Olympic Performance, Inc.

¹³ John Inman and Ron Sarazin have formed a strong strategic partnership and work closely on many projects integrating their different but complementary services. Consider the partnership as one organization for this work.

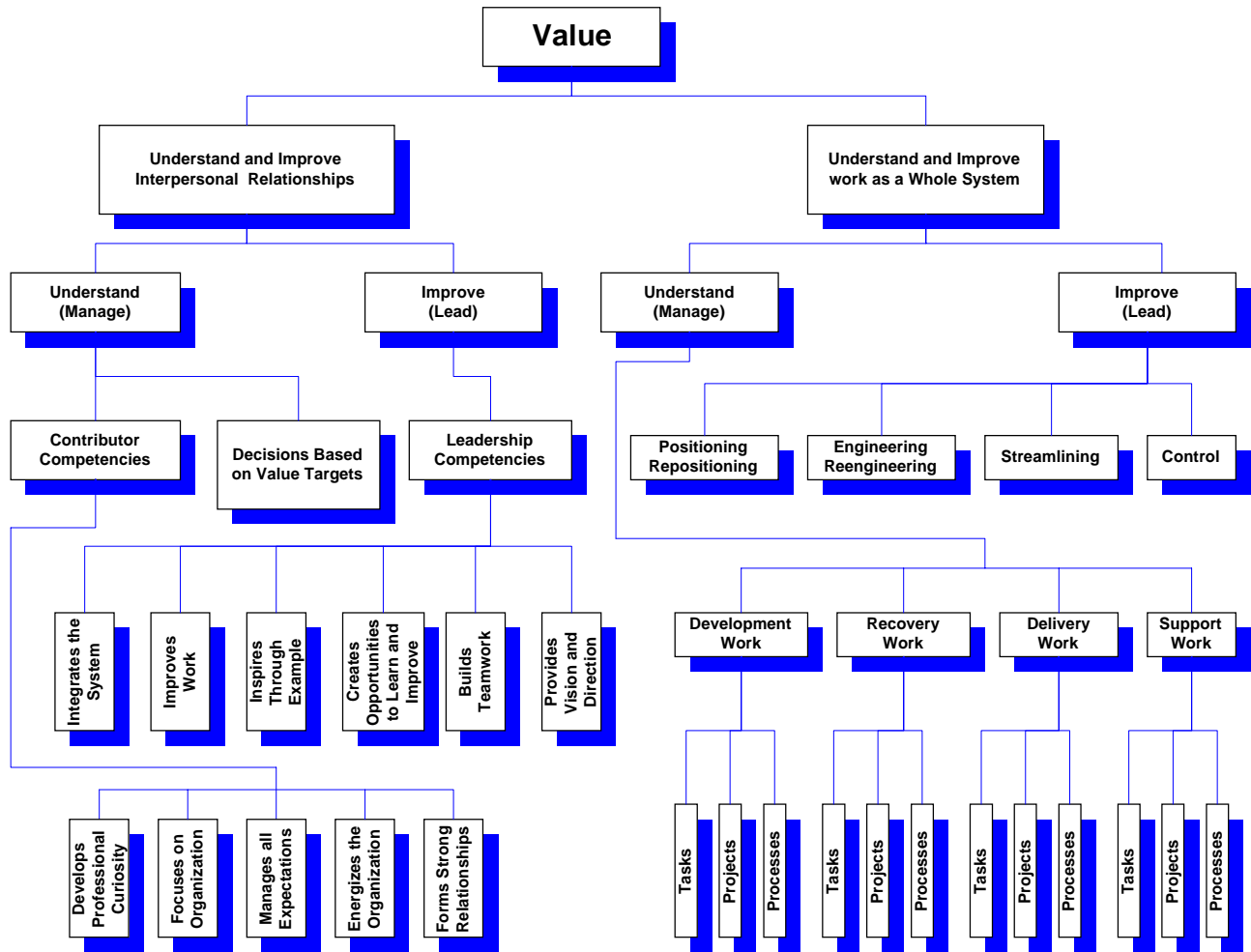


Figure 3 Delivering value in an integrated model

of their time, they often will say it is in recovering value lost in the delivery of value to the customer. Support work often falls into the type of work created by staff functions such as accounting or legal. Figure 4 more clearly pictures how these different types of work and the value they deliver relate to each other and are an integral part of delivering value to the customer and society as a whole. Each of the following pieces of the puzzle is necessary to produce the future value needed to create the envisioned organizational community. Each consulting company providing new methods for the transformation of the organizational community provides a critical piece that falls within one of the sections below. After all of the consulting firms are selected, their ability and willingness to work together as a team is critical to the integrated transformation effort. The following sections are not presented in an absolute order; however, they are loosely separated into a section on business strategy and one on cultural strategy. Again, both strategies are critical to the success of the transformation and must be fully integrated.

Business Strategy

Senior Management Team

The senior management team must be a very visible part of the transformation process. It is critical that this team is fully on board, not just paying lip service. Behaviors must shift or the rest of the team members will sense a lack of integrity on the part of their leadership team and become cynical and disillusioned. The team

must be committed to do what it takes, or changes must be made in the team. The concept that best describes this is modeling. The leadership team must model the behaviors that support the transformation into the new organizational community. Up front assessments using the L.E.A.P. assessment tool are an invaluable way to get a reading on the leadership's readiness to transform. This will provide for early intervention that will pay large dividends once the process is initiated.

Assessment of Organizational Community

Before the process is started, assessment of the state of the organizational community is necessary. There are many types of assessment that can be

integrated into the transformation to help define the types of intervention that will be best suited to achieve the results envisioned. We will explore a couple of types here. It is important that assessment be only a part of the full gap analysis where the prime or general contractor helps the organization define what it envisions as the end result and then use the assessment tools to help define the gap.

Customer survey

Internal and external customer surveys and supplier surveys are important pieces in discovering how the most important people to the organization view the organizational community. The information gained from these assessments will provide an important contribution to the understanding of the community and its transformation needs.

Individual and Team Assessment

There are style assessment tools, team assessment tools, assessments done by the individuals and 360-degree assessments of individuals. Working under the assumption that an individual's inherent style is far less important than the expressed behavior the individual exhibits, the 360-degree assessment tools are very powerful to assess how an individual is perceived in the organization. The new Pecos Interpersonal Style¹⁴ assessment tool is used to assess expressed behavior and could be used in this process. Leadership Excellence Acceleration Program or L.E.A.P.¹⁵ was developed by Ron Sarazin of Olympic Performance Inc. and designed to assess the competencies necessary to lead in an Empowered Organizational Community. Training is available to directly address the gaps for the leadership team members.

One quick note on leadership. There is a lot of discussion centered around leadership, what leadership is and who has the right definition of leadership. These discussions are not well founded, as there is not one definition

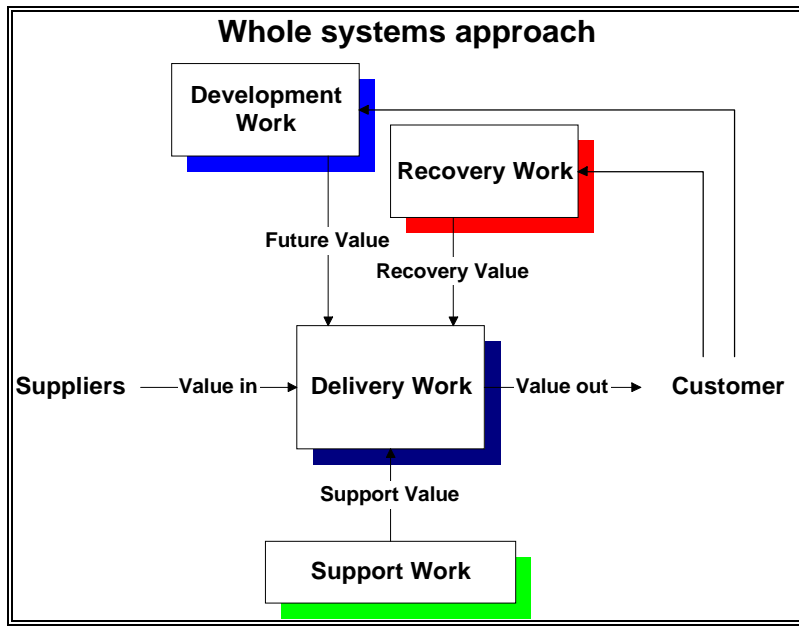


Figure 4 Whole systems approach for value delivery

¹⁴ A new assessment tool developed by Pecos River Learning Centers for assessing how peers, customers and superiors view the interpersonal style of the individual compared with the way the individual views him or herself.

¹⁵ This product was first released under the name of Management 2000 by Olympic Performance, Inc. and is now in the process of being renamed with a strong possibility of L.E.A.P. as a name. It is the only assessment tool of its type that we know of that specifically address leadership competencies needed to lead in an *Empowered Organizational Community*.

of leadership that is correct, there are a variety of styles of leadership. Since a style cannot be right or wrong, the discussion then turns to what styles achieve the results envisioned in an Empowered Organizational Community. The style of leadership assessed in L.E.A.P. is quite consistent with the Pecos concepts. Since the assessment tool is designed to be customized to specific types of organizational communities, different competencies can be defined and assessed as needed. To see how these competencies fit in the whole-integrated process of delivering value, please refer to the flow chart in Figure 5.

Strategic Planning

The basic function of the strategic planning process is to create an action plan with specific tactics defined for team members who address closing the gap between the vision and the current situation. Because of the importance of this strategic planning, if the organization does not have strong expertise in this area, it should bring in outside help to ensure the plan is effective and helps them achieve their objectives. There are two distinct pieces of the strategic plan.

Strategic Business Planning

The strategic business plan specifically defines organizational objectives and sets out the process to achieve those objectives. Within this plan, specific processes may be targeted for improvement. The plan should be an implementation tool for the value improvement efforts in the organizational community. Financial forecasting is an important part. It is critical to break the plan down to the individual roles and tasks so every team member will feel he or she is taking an active role in the implementation of the plan.

Strategic Marketing Planning

A strategic marketing plan may be done as a standalone project or it can be an integral part of the strategic business planning process. Marketing processes and improvement plans are defined for transformation, always keeping in mind that the sales and marketing functions of the organization span all departments of the community, must integrate all marketing functions, and provide a consistent image to the external customer or customer within a specific market segment. External help in this process can be very beneficial.

Quality Consulting

Transformation should include some form of Quality process consulting. The specific process chosen is far less important than the consulting organization's willingness to commit to integrating its concepts and materials with the other pieces in the puzzle. Total Cost of Quality, Total Maintenance Productivity, Total Cycle Time, Total Quality Management, World Class Manufacturing, Statistical Process Control, Total Quality Service, Reengineering and ISO 9000 or any of the other similar Quality control processes can be helpful. Working as a team in strategic partnership, John Inman and Associates and Olympic Performance, Inc., bring all of these and other Quality processes to our organizational communities. Again, the key is the willingness to integrate the transformation team, not the specific approach. This partnership has developed an approach that is totally consistent with the Pecos approach and fully integrates into this critical process; it is called **Total Value Management**¹⁶.

Total Value Management

Total Value Management (TVM) improves the organization because it addresses value improvement starting with the individual, then teams, and then works out through the organizational community to the customers. As referenced above in Figure 2, TVM is an approach that works well in all types of organizations. In TVM we use all of the classic Quality improvement tools and concepts when needed as well as key tools and concepts designed to build value to all relationships both inside and outside of the organizational community. Two tools

¹⁶ The label Total Value Management first came from one of John Inman's customers, Hart Crowser, a large environmental engineering firm based in Seattle, Washington. The CEO, John Crowser, didn't feel that Quality as a concept fit their organization and coined the term TVM. John Inman's work with Hart Crowser has allowed him to develop the concept of Total Value Management. Now with Ron Sarazin and the Pecos team, is developing an exciting new model upon which integrating the organizational community is based.

in particular are critical to the TVM process of relationship improvement. The development of value targets¹⁷ is the first tool. Value targets serve several functions in the transformation process. First, the senior management team is forced, in a facilitated format, to come to agreement on the most critical management issues for the organization. Value targets are developed from the key management issues of the organization, the key result areas for the organization. The statement of what is most important to be considered when making decisions from a senior management team perspective is critical for the organization. These will be the issues that will serve as the criteria for all decisions made in the organization. The targets help everyone in the organization make decisions that are in the best interests of the organization. Each person has the same criterion which to base his or her decisions. This builds consistency into the decision making process and the value delivered to the customer. The Value Targets become a key tool in driving fear out of the delegation process both for the manager delegating and the team member receiving the delegation. Finally, a basic understanding of target vs. spec may be one of the most powerful pieces of this integrated transformation process. A target is absolute and drives the individuals in the organization to ask two key questions if the bulls eye is missed. "What resources do I need to add to make sure I hit the target next time?" and "What roadblocks (barriers) do I need to remove to make sure I hit the target next time?" Basically, if one misses the bulls eye, the question is "Why?". If a spec was, 95% of our customers must be satisfied, there would never be an incentive to ask how to make the other 5% satisfied. Targets instill in individual players the concept that what is is not good enough; it can always be better. We need to drive to target. Developing internal customer relations has been an excellent tool for transforming relationships within organizations. In *Managing Expectations*¹⁸, one of the Value Targets is almost always "100% Customer Satisfaction". Using the *Managing Expectations* model can ensure high degrees of customer satisfaction both inside and outside the organization.

The value targets for Hart Crowser follow as an example. In the case of Hart Crowser, they choose to write a clarifying paragraph following each value target to make sure everyone in the organization had the same vision of what it meant to drive to that value target.

VALUE TARGETS HART CROWSER SEATTLE, WASHINGTON

1) **100% Client Satisfaction**

Where client satisfaction -- the most important value target -- is defined as adding client-perceived value to all relationships inside and outside the organization by meeting or exceeding client expectations in a cost-effective manner. Value can be added by: probing to determine client needs and expectations regarding scope, schedule, and cost; negotiating agreement among the available options; and then ensuring that all commitments are met.

¹⁷ John Inman developed the concept of Value Targets and this model has been a strong tool in driving variability out of the decision making process as well as driving fear out of the delegation process both for the person delegating and the person receiving the delegation. The original model John created was called "Drive to Target: Building Integrity into Organizations". The integrity model is founded on the belief that defining what the organization should look like and act like then bringing behaviors in line with that vision builds integrity into the organization.

¹⁸ John Inman developed the model of *Managing Expectations* in his work in internal customer relations. It builds high levels of customer satisfaction both inside and outside the organization. His work has always followed a quote by Larry Wilson; "You can not give away what you don't own, any more than you can come from where you haven't been." Develop high levels of customer satisfaction within the organizational community, and outside customer relations will improve dramatically.

2) Reward the Pursuit of the Best Interests of Hart Crowser as a Whole

Where the best interests of Hart Crowser are embodied in the Unifying Principles, strategic direction, business plan, and budget, and recognizing and rewarding those who promote the interest in the organization as a whole, rather than serve the self interest of individuals, groups, divisions, or regional offices.

3) Eliminate Waste and Rework by Doing the Job Right the First Time

Where all team members take the appropriate amount of time to do the job right and accept personal responsibility, and

continuously seek and promote opportunities, for eliminating waste and rework through sufficient planning and personal endeavor.

4) Make Decisions at the Lowest Responsible Level

Where delegation to the lowest responsible and appropriate level empowers individuals and facilitates teamwork, participation, and ownership of the decisions being make.

5) Optimize Return on Investment

Where optimization of return on investment balances Hart Crowser's risks and rewards.

Cultural Strategy

Human Relations and Development

HR or HRD must be a key player in the total transformation effort. Many times the HR professionals within an organization feel threatened by external consulting firms, particularly when departments bypass the HR department. In an integrated transformation, no process can proceed without all of the integration team members being part of the decision. In organizations where HR feels alienated, there may be an opportunity to have them play a major role in orchestrating transformation from inside the community. And, there may be a role for external HR consultants, particularly if the transformation project is a greenfield project. Outside help is also beneficial when legal issues are at stake.

Wage and Benefit

This is one of the most difficult and most important pieces of the puzzle. More often than not, the rewards in an organizational community do not match the expected behaviors. It is critical to make sure that high quality

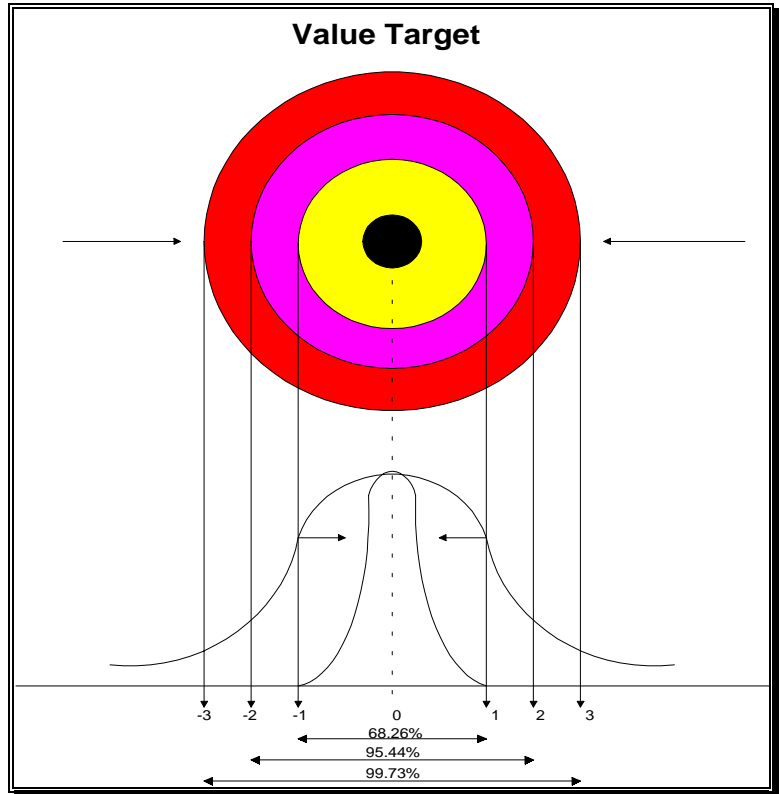


Figure 5 Value Target: Drive to Target

advice is available in this arena. A poorly designed program can be a major roadblock to the transformation process where a well-designed program can be a catalyst to transformation. Work in this area should be considered as a very early piece of the transformation puzzle.

Hard Skills Training

Task training is always an important part of the transformation effort. This is almost always skill based training. It can be done either in-house or outside trainers can be brought in. The training can be broken down into two distinct categories. Technical training to teach technical task improvement (an example might be classes on how to operate equipment better); and general skill training (project management classes, problem solving and decision making classes or time management classes). Again, the key is to make sure that the language and concepts taught in the hard skills training integrate with the other pieces of the transformation puzzle. This is an area where integration is very important but may be overlooked.

Soft Skills Training

Soft skills' training generally falls within the label of relationship building. Communication classes, conflict resolution classes, management classes, leadership training and team building training are common examples. Much of this training can be done in-house or provided along with other types of intervention or packaged as a stand-alone module. Again, integration is the most important factor when selecting this type of training.

Building Capabilities into the Organization

Providing organizations with knowledge and skills is not enough in our world of permanent white water. Change is happening so fast that the context which our knowledge and skills fit into is more important than the knowledge or skills. To change the results in our organizational community, we must change the road map on which we are basing the journey. This has everything to do with building capabilities. The Pecos Process helps team members let go of old road maps and think differently. It enables team members to embrace change as an opportunity rather than a threat and builds learning, growing organizational communities where team members make better decisions and create better relationships. With the rate of change accelerating, the organizational community cannot afford the luxury of changing at a slow comfortable pace. One of the key reasons that the Pecos Process is able to get results faster is that Pecos takes team members off site and has them work in situations of perceived risk, making on site changes much easier and less risky for the team members.

Integration of the Puzzle Pieces

Ideally we would have an opportunity to work with an organization in formation or at least in the first stage of transformation. If we are brought in early and selected as a prime or general contractor the community development team is then assembled. This team includes all of the companies that supply pieces of the puzzle. These companies must be carefully interviewed and screened and selected before the process of transformation is initiated. If we find that our involvement is accepted further along in the process of transformation, which is far more likely, we also have effective tools to use to integrate the transformation process. This is why we have two different tools to insure that integration can take place, regardless of where in the process of transformation the organization is. Each player providing new methods to the transformation process is supplying future value and we now must make sure that the future value of that new method is maximized. Anything less than 100% should be viewed as an opportunity to improve.

As earlier mentioned the two tools we are going to use for integration include an altered Pecos Process based on ***Building Strategic Business Relationships*** and the Olympic Performance, Inc., process of ***Concerns Based Change***. Both of these processes are presented in detail following this section. The effectiveness of each tool depends on when in the transformation process an organization is ready for intervention and if it is willing to use these highly effective tools. Once an organization is ready to work with us, it will have an opportunity to experience a well orchestrated and effective transformation to the organizational community it envisions. This process can be used successfully with units of organizations as well. The smallest size will be determined by the operating independence of the group and its size. If the group is too small, the cost would not justify the process.

Figure 6 provides a clear look at the two tools and when in the transformation process they can be best utilized. Please note that the graph is only a representation of what we believe to be the best times to infuse one of these tools. Each organizational community must be viewed individually and analyzed to clarify when the use of these tools would be in its best interest. The graph also does not represent any other Pecos Processes. We find that the process of creating capabilities in an organization can be utilized before the transformation process is initiated or after the transformation process is completed.

Integration Tools

Creating Strategic Business Partnerships¹⁹

Integrating: Creating Strategic Business Partnerships is a four-day advanced program designed for the Community Development Team to attend together with the intent of developing an integrated transformation action plan for the customer's organizational community. The process is designed to forge new and powerful ways to work together in a partnership with the outcomes being a *team* dedicated to the customers and successful transformation to a new organizational community.

The outcomes for the customer organization and the customers' partners are:

- A team dedicated to work together to create an effective transformation to the organizational community envisioned.
- Partnerships with companies dedicated to work together rather than promote only their approach.
- The benefit of a powerful team, selected for its expertise and willingness to partner. The cooperation of this team will produce far better action plans for transformation.
- Create new and more effective ways of doing business together that drive costs out of the system and result in long-term growth for each member of the partnership.
- Establish a foundation for mutual growth and development in a climate characterized by trust and continuous improvement.
- Realign each organization in order to create the organizational linkage to support, grow, sustain, and elevate the partnership.
- Develop an action plan and map the path forward in order to insure the success of the transformation of the customer organizational community.

The program incorporates outdoor learning activities that allow each of the participants to actually experience the key elements of a business partnership. Pecos provides the process tools needed for the participants to develop a "new" way to do business together during the four-day program. Participants in the ***Integrating: Creating Strategic Business Partnerships*** program leave with specific action plans and definition of the critical next steps to begin the process of integration for the customer organization.

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¹⁹ This process is based in total on the process designed by Pecos River Learning Centers to build strategic partnerships between key customers and suppliers. We have adapted to process to be used as a powerful tool in the transformation of organizational communities. If used early in the transformation process, this tool will ensure integration of the transformation process from the beginning.

Successful Use of Integration Tools

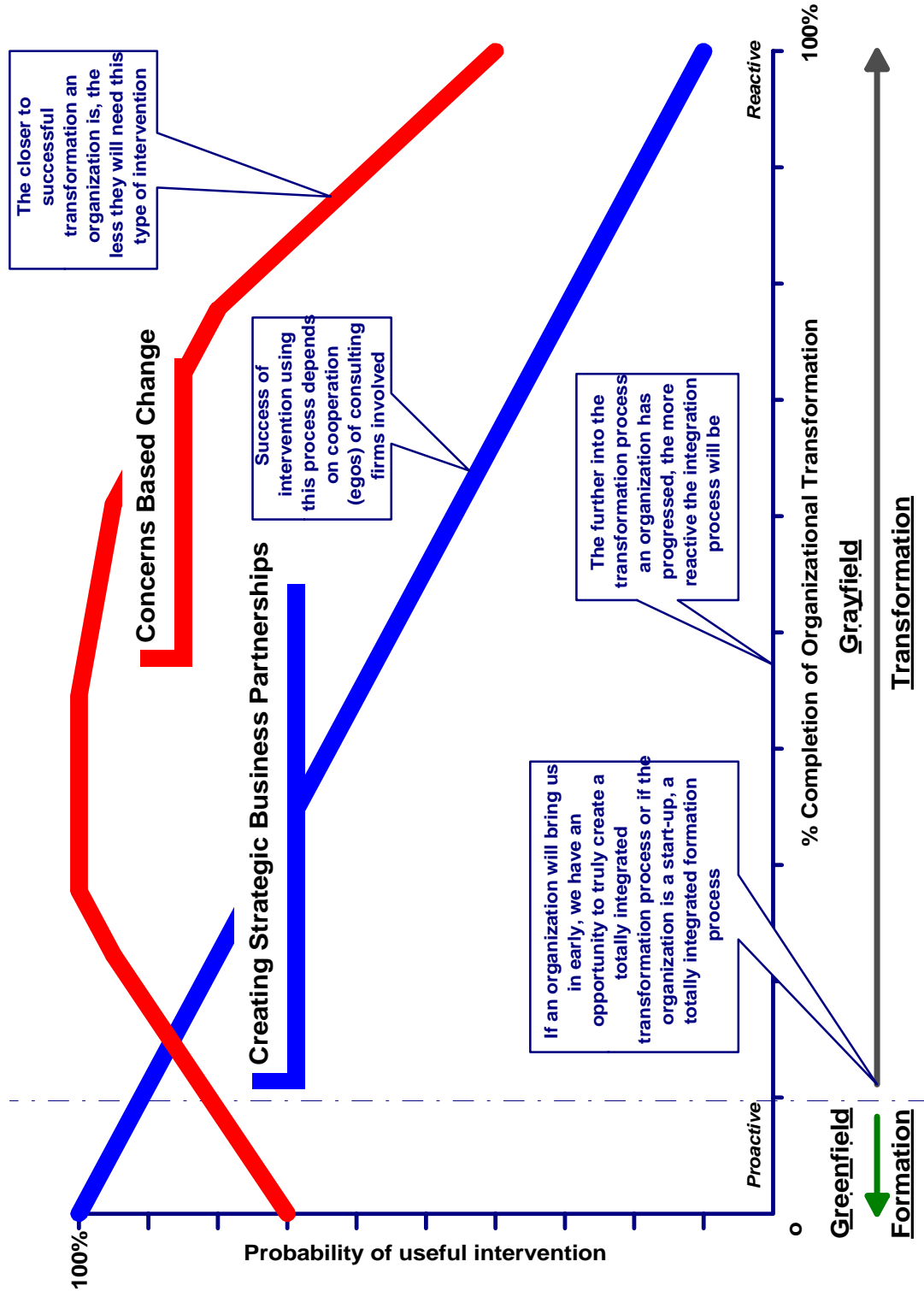


Figure 6 Successful Use of Integration Tools

Creating strategic partnerships is clearly emerging as the preeminent business strategy for integrating diverse organizations into a powerful new team dedicated to the long-term growth and benefit of each team member. Working in a strategic partnership requires a context shift from thinking about interactions with the organizations involved in the transformation as a series of random activities or “transactions” to thinking about how to build a series of interconnected long-term relationships. Stated another way, the contextual shift requires a change in the mind-set from simply “doing business with other organizations” to “being in business with other organizations.” Pecos River Learning Centers believes this shift can be accelerated by facilitating, as a third party, the movement toward a new “strategic partnering mind-set.”

Technologies and Process Tools for Developing a Partnering Mind-set

A principal focus of the Pecos Strategic Partnering Process is to cement the partnership by obtaining the endorsement by all parties of a set of shared values, a shared vision, and shared behavioral paradigms. The Pecos **T.A.S.T.E.** model, introduced and practiced throughout our programs, provides a set of values (**T** Truth, **A** Accountability, **S** Support, **T** Trust and **E** Energy) which can form a common foundation for the strategic development of the partnership.

The process Pecos uses to build adherence to the common values can be described as experiential learning. It is based on the premise that we learn best by doing and that people are not more successful because they’ve had more experience but because they have learned more from their experience. Experience-based learning is a powerful method that acts as a catalyst for a longer process of learning and assimilation. The outdoor day provides participants with “a visceral vision” of the power and exhilaration of operating together optimally as a team bonded by positive commitment and shared values.

Process Tools for Developing The Strategic Partnering Opportunity

The team is led through a facilitated visioning process to plan the partnership’s immediate and long-term developmental strategy and goals. They use a Seven-Step Strategic Process to identify and address barriers to the partnership vision and new ways to break them down, as well as invent new ways to work together and develop processes and procedures that will support the partnership.

- **Situation Analysis:** Participants identify the partnership team’s present internal strengths and weaknesses and the external opportunities and threats that affect its strategies for the future.
- **Issues/Implications:** The group addresses the present implications of the information synthesized in the first step and the implications of a future in which strengths, weaknesses, opportunities and threats change or do not change.
- **Future Perfect Scenario:** The team begins to create a vision of how it wants to work together in its optimal future. Its vision of the “Future Perfect” strategic partnership is created from several different perspectives: as seen by the customer organization; as seen by each of the participants, as seen by the whole partnership team.
- **Key Strategic Initiatives:** The group explores the strategic initiatives that will need to be implemented in order to achieve the vision. They prioritize, consolidate, integrate and clarify until consensus is reached on ten key initiatives.

Partnership Opportunity Profile (POP) Analysis: Using Pecos’ proprietary computerized *TeamWorxsm* process, the team is led through a prioritization process which weighs current performance in each of the key strategic areas against its importance to the formation of the ideal strategic partnership. The result is a Partnership Opportunity Profile that rapidly and objectively reveals the optimal course of action and principal opportunities for improvement.

TeamWorxsm is a collaborative computer application that allows information to be gathered from large or small groups of people quickly and easily. Using remote-controlled keypads, *TeamWorxsm* permits the group to rapidly reach consensus and make decisions without friction or discord. Anonymous electronic polling of participants automatically eliminates the influence of trufdom, internal competition and egos to facilitate rapid, truthful (uninhibited) communication. The results of the polling are displayed instantly in several graphic formats, including an “Opportunity Map” that visually summarizes the most important courses of action to be taken by the group. (See Figure 7.)

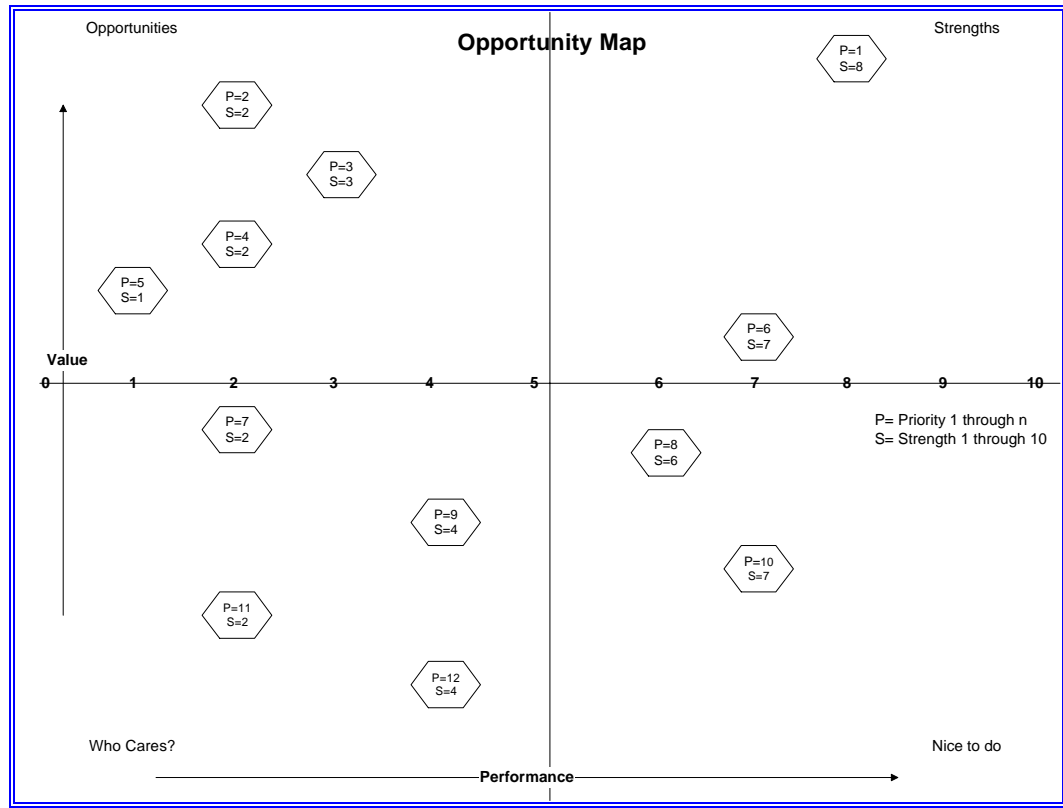


Figure 7 Opportunity Map

- **Tactical Assignments:** Project teams are formed and the group sorts through a structured process to establish roles, responsibilities, timelines and budgets for the implementation of the customers’ organizational transformation.
- **Measure, Monitor, Improve:** The team develops an evaluation strategy that details measurement and monitoring of results, collection of feedback, continuous improvement and contingency plans.

Concerns Based Change²⁰

Change and New Methods

Total Value Management is about understanding and improvement. In the end, better outcomes for the organization are expected. Those outcomes come in the form of new methods. New methods must be adopted to be useful. Too many companies attempting Total Quality Management or other major programs fail to implement the new methods and thereby fail to gain value from their investment.

²⁰ This section is condensed from a book in progress authored by Ron Sarazin of Olympic Performance, Inc. The book is a text on the full concept of TVM and Concerns Based Change is the integration tool outlined in his book.

Adoption of new methods is not easy. The best solutions to problems may never be adopted if the people that “own” those problems do not understand the solutions, believe the solutions will not work, or believe the solutions will lead to other problems more personally significant than the current problem. In fact, the concerns individuals worry about determine their desire and ability to adopt new methods. Regardless of from where new methods derive, the concerns of those individuals that will adopt them must be addressed before adoption will occur.

In the early 1960s, a well-designed but controversial new method of teaching mathematics was federally mandated in the United States. “New math,” as it was called, became the required teaching approach to mathematics, based on studies that showed this approach as providing superior educational outcomes for students.

New math failed. Teachers refused to use it; students didn’t seem to be able to learn from it, and eventually the entire program was withdrawn.

The United States government later commissioned research to determine what went wrong with the new math program. The broader question became: “how do schools go through the process of change?”

The result of the study has been documented in many articles and books, all of which focus on change in the academic setting. With permission of the primary researchers, Hord, Rutherford, Huling-Austin, and Hall, we have adapted findings from the original research to the adoption of new methods in the work setting²¹. Many of the conclusions and methods presented in this discussion derive from the commissioned research.

The easiest change that occurs is when the individual or individuals that must adopt the change also create the new method that is to be adopted. For the same reasons, a precept of Total Value Management is employee involvement. In order to speed and ensure the adoption of improvements, we are encouraged to have the affected employees participate in generating the solutions. By doing so, they feel ownership of the solutions and have full understanding of what the solutions entail. Further, during the improvement process itself, they have the opportunity to influence it so that they will personally benefit or at minimum be protected from negative side-effects.

Not all employees can be involved in every improvement effort that will affect them, however, and not every new method that must be adopted comes from Total Value Management improvement efforts. New technology, marketplace changes, and evolving concepts are just a few of the sources of change we experience in the business setting.

One particularly troublesome event points out another aspect of the difficulty of change. An employee attends a seminar and returns to the work place enlightened with new ideas and the desire to make changes. Unfortunately, however, nothing ever changes. The employee might attempt a few things, present the ideas to others, and perhaps persist in pursuit of the changes for a period, only to find eventually that the way things were is the way things are going to stay. The system remains fixed.

The desire for change can only take place at the individual level, but enough individuals must desire that change for it to become a reality. A critical mass of individuals must want the change before the team will re-focus how it does the work and thus modify the system as a whole. Unless that critical mass exists, there will be more force for the system not to change than force for it to change.

Change is a process, not an event. New methods are not instantaneously adopted. Instead, they are considered, perhaps tried, refined, made into habit, and possibly evolved. As change takes place in an organization, all of these alternatives may simultaneously be taking place. Someone might refuse the new method while someone else has already moved to make it a habit. Someone else might be busy evolving the new method into yet another new method. The grand sum could be chaos if not properly facilitated. Unless a critical mass of adoption evolves, the system will most likely remain largely as it was before the change attempt, and the new method will eventually be lost.

²¹ Hord, Rutherford, Huling-Austin, Hall, *Taking Charge of Change*, (Virginia: ASCD, 1987)

Change is a highly personal experience. We must understand the change and believe it to be helpful, or at least not threatening, to us as an individual. We must also believe it to have some benefit to the work we do and be at least acceptable to others on our team (or teams, as the case might be). We have to understand the change in concrete, practical terms. We must have a basic knowledge of the mechanics of the new method and how to utilize it before we will try it. We must also believe that we can expand that basic knowledge into a working knowledge. This requires us to grow in order to adopt the change. Existing habits and possibly existing beliefs must be altered. We are forced outside of our comfort zone as we attempt to incorporate the new method into our work.

New methods seldom come one at a time. In the work of Total Value Management, there is often the new method of teams, the new method of work improvement, and the new methods that derive from the improvement efforts that might all be focused on an individual at once. That same individual might also be facing changes in the computer software he or she is using and at the same time be expected to learn how to manage projects. That individual may also attend a personal growth seminar and a technical seminar and be expected to invest what they have learned in their work.

The number of new methods simultaneously thrust upon an individual at any given time is much larger today than at any time in history. Enhanced global communications have made us aware of new ideas that often translate into new methods. At the same time, competition is becoming global in nature, or at least significantly expanded from the local competition of the past. This expanding awareness and expanding competition requires us to change at faster and faster rates, thus learning how to adopt multiple new methods simultaneously.

Much has been written about the “learning organization.” At root, the “learning organization” is the organization that has learned how to adopt multiple new methods simultaneously, while continuing to provide valued products and services to the marketplace. Learning organizations have learned how to address the concerns of individuals so that work as a whole system is fundamentally altered to adopt the new methods. They have learned how to align and harmonize all the change in the organization to create valuable contributions.

Integrated Adoption of Change

Change just happens. Events occur that cause change. Without facilitation, however, there is no control over the direction and speed of the change. Desired new methods may or may not be adopted if change is allowed to just happen, which is the most typical approach organizations follow.

One of the most blunt examples of poorly managed change took place during the 1980's in the United States and much of Europe. Our organizational leaders reacted to emerging Japanese competition by attempting to copy what they thought was a key to their success. Hundreds of thousands of quality control circles were formed and given marching orders to find and implement improvement. The leaders blessed the teams into existence and moved onto other issues. The new method of quality circles was neither well understood nor orchestrated. This form of quality circles quickly failed and passed into history, to join many other management fads that were implemented in similar fashion. Research has shown that new math failed for precisely the same reason: Adoption was not managed, and concerns of the individuals expected to implement the new methods were ignored.

There are five steps to Concerns-Based Change.

Step One: Align and Harmonize Simultaneous New Methods

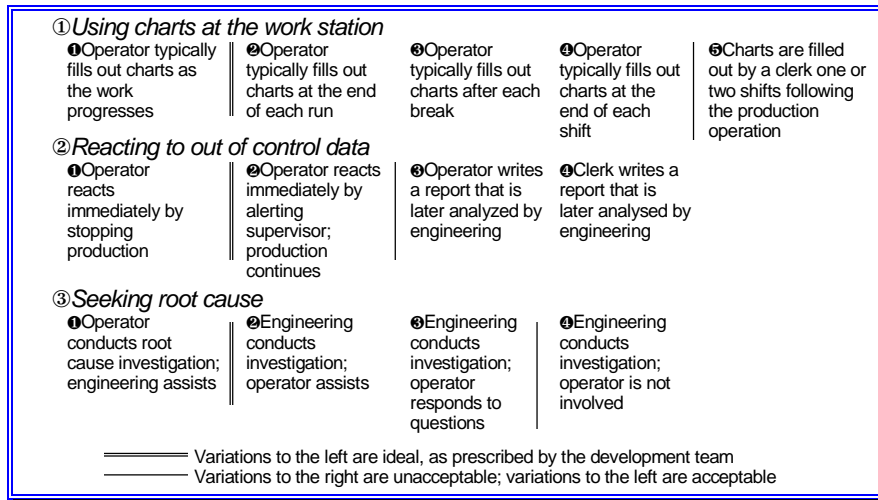
Most organizations do not adopt one new method at a time. Instead, many new methods are simultaneously in progress. Any individual within the organization may be challenged to adopt a large number of new methods at the same time and perhaps be participating in the creation of even more.

Some of the new methods actively being adopted in the organization may conflict with other new methods or demand so much time and attention that they overwhelm the other new methods. All new methods should be designed to align with all other new methods. Like the conductor of an orchestra, someone needs to harmonize all of the notes being played at any one time and establish an overall rhythm that produces valued results. This is the prime or general contractor role in the transformation process.

Step Two: Define and Communicate the New Method

Clearly defining and communicating the new method to be adopted is critical to successful adoption. Very often, those affected by a new method are simply told what they must do to successfully adopt an new method. This is seldom effective. Instead, they should be provided a map of the new method that shows what it is made up of and what variations might exist. It should also make clear what variations are acceptable and what variations are not acceptable.

Figure 8 is an example of a portion of a New Method Description. This example is based on adoption of statistical control charts in a production operation. Only three of many components are shown.



The components of this new method are as follows:

1. Using charts at the work station
2. Reacting to out of control data
3. Seeking root cause

Step Three: Track Adoption

Once a new method has been defined, aligned with other new methods and introduced into the

Figure 8 Example of New Method Description (introduction of quality control charts)

organization, progress should be tracked so interventions can be created to remove barriers or add resources and increase the speed of adoption.

Each new method contains several components and it is important to analyze each variation of each component so that the variation that is most adopted by the team members is understood and recognized. Only in this way will the organization be able to tailor intervention to address specific variations for each component. An assessment of the variations of each component of the new method should periodically be made.

Step Four: Evaluate Concerns

Individuals respond to new methods on the basis of their feelings of comfort, value, risk and other concerns. Concerns determine their use. The greater their concerns, the greater their resistance to the new methods.

In order to stimulate progress, concerns must be addressed. Action should be taken to eliminate the concern through education, experience, modifications to the new method, or other interventions.

Before concerns can be addressed, however, they must be understood. There are many stages of concern. For simplicity, we have identified three primary stages.

First, an individual addresses what the new method means to him or herself. *Self* is the first concern. Once satisfied that they will prosper or at least not be hurt by the new method, their attention switches to addressing what the new method will mean to their work. *Task* is the second concern. Finally, they will address what the new method means to the results of their work which is *Impact*; the third concern.

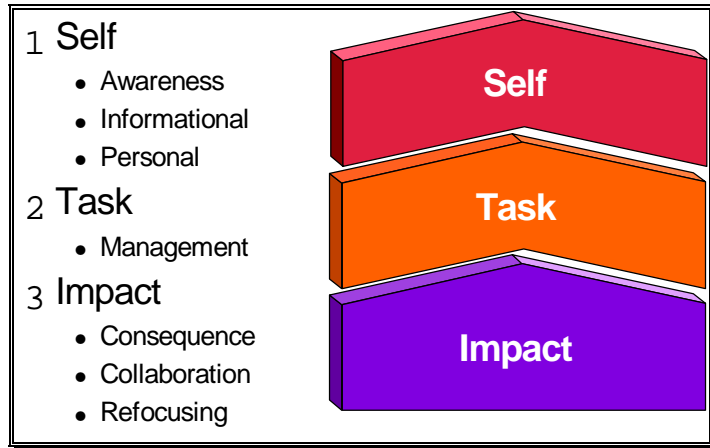


Figure 9 Stages of concern

Figure 10 is an example “Concerns Profile” developed from the questionnaire. In this profile note the intensity of the individuals concern on each of the 6 stages of concern

from the model in Figure 9. From this information, an accurate response can be developed to address the most critical stages of concern, either for an individual or for a team. Hall and Rutherford describe in detail how to interpret various profiles resulting from the questionnaire²². Most often, the detail required from the profile is not necessary. A face-to-face individual discussion or group discussion will normally provide adequate information to structure effective interventions.

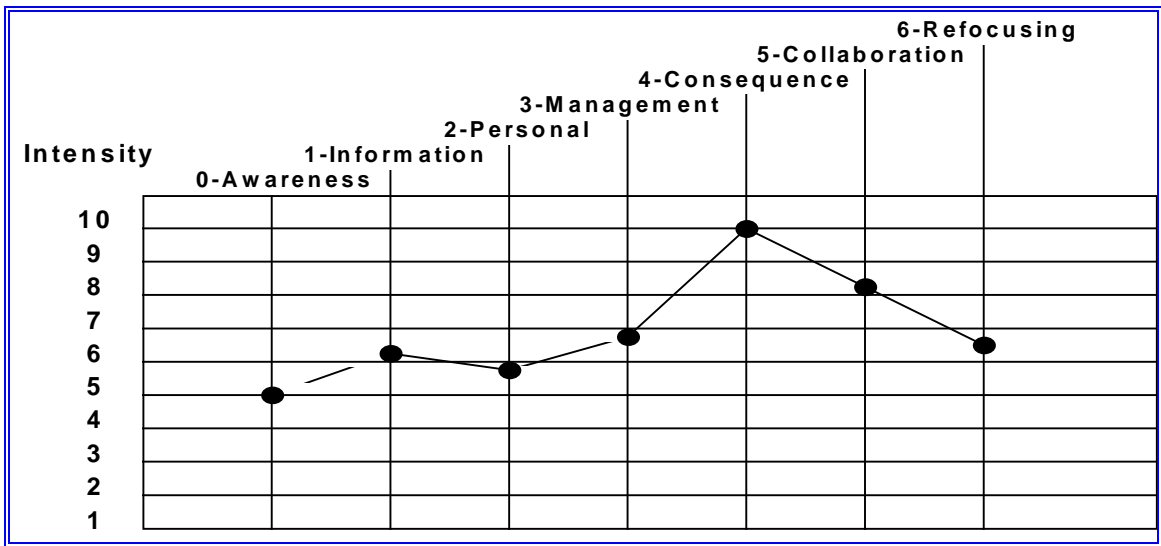


Figure 10 Example of a Concerns Profile

²²ibid.

Step Five: Act to Eliminate Barriers

The fifth and final step in the integrated adoption of new methods is to act to eliminate barriers to change. These barriers include resources, motivation, information and the concerns of the team members.

Interventions to aid adoption of the new method should take three forms. The first is the provision of needed resources to accomplish adoption of the new method. The second is to track the new method progress and provide motivation and information necessary to encourage the adoption of acceptable component variations. The third is to address the concerns of the adopters so they continue to move through the stages of concern to higher levels.

Approach

Our approach will involve three phases as follows: subjective data gathering, objective data gathering, and analysis and delivery of recommendations. Implementation of approved recommendations will usually be a separate project, or set of projects, probably involving not only us but some of the customer's existing consultants. Implementation usually will involve modifying existing efforts more than starting new efforts.

Benefits

Our experience with the management of new methods in a rapidly changing environment suggests that re-occurring financial benefits to the organizational community will be significant due to the enhanced coordination of the change efforts and accelerated timing. The changes the organizational community attempts will have a higher likelihood of being realized and, in many cases will be amplified as a result of informed and targeted management. This process permits management to manage the change effort, instead of simply monitoring historical results and hoping for the best.

Next Steps

John Inman and Associates, Olympic Performance, Inc. or Pecos River Learning Centers, Inc. will be happy to explain or clarify any aspects of this document. We want your feedback and reaction to what we have presented. This topic is a subject of much dialogue and discussion to determine the application to your specific plans. We thank you for the opportunity to share our thinking on *Integrating The Organizational Community*.

Our firms would be glad to offer our services for specific types of intervention as well as helping your organizational community with integration. If you have any questions at all about the capabilities and/or services offered by any member of our team, please do not hesitate to ask for clarification. Nothing would make us happier than helping your organization create the organizational community you envision.

Team Capabilities

Pecos River Learning Centers, Inc.

We are a company of 300 associates dedicated to achieving long-term success for our customers by helping them focus their human energy on business results. We create rapid, profound, and lasting change in attitude and performance for individuals, teams, and organizations.

By using a variety of proven methodologies, including experiential learning, we transform the very nature of business relationships: relationships within teams; relationships between managers and employees; relationships between a company, its customers, and suppliers and even the relationships an individual has with his or her past perceptions and limitations.

Types of Intervention

- Transformation Design and Evaluation
- *Changing the Gamesm*: This is a 4-day program designed for executive management to learn the skills that create the vision, the leadership, and the culture required to achieve your strategic business objectives.
- *LET GOsm*: To maximize the effectiveness of team building, your managers and supervisors must learn to “let-go” and capitalize on the creative energy of the teams they lead. This 4-day leadership program secures commitment from managers to change from a style of control management to a style of developmental leadership necessary to lead in an Empowered Organizational Community.
- *Playing to Winsm*: This is a 2 or 3 day team building program that provides a foundation for learning and change to give your whole organization a “go for it” attitude.
- *Partnering: Creating Customers for Lifesm*: Sales training for the nineties and beyond, this 5-day intensive program leverages your two most important profit centers -- your top sales people and your top customers.
- *Partnering: Creating Strategic Business Relationshipssm*: Bring your selling team and a potential, high-yield customer’s buying team together in the ground breaking 4-day program that forges a true strategic partnership and benefits both organizations.
- *Integrating: Creating Strategic Business Relationshipssm*: This ground breaking 4-day program forges a strong strategic partnership with a customers transformation team to build fully integrated organizational transformations.
- *Follow-Through Programs*: Organizational development often lacks follow-through. Follow-through is a critical success factor to bring any change effort to its most positive outcome. Pecos offers a broad range of follow-through curriculums and products that guarantee business results for each of the above programs.
- *Creating Business Resultsm*: This is a new program designed to tie together the high impact change processes we have created with our leading edge change management tools. This process will re-connect the work team with its high-energy experience at the breakthrough program and build a bridge between the breakthrough experience and the day-to-day work of the team. The first 5 steps are assessment and tool oriented and the last five sessions bring the team in line with our T.A.S.T.E model. The program includes either the first 5 steps or all 10 steps in the program. The steps include: 1) Introduction, 2) Customer Focus, 3) Identifying Opportunities, 4) Identifying Solutions, 5) Creating Solutions, 6) Trusting Intentions, 7) Truthful Communications, 8) Accountability, 9) Support, 10) Playing to Win.
- *Pecos Consulting Group Services*: From performance consulting and front-end assessment to strategic business plan development and implementation to systems identification and analysis, our experienced professionals can fulfill virtually any aspect of consulting to meet your business results.
- *Meeting Programs*: Bring the high-energy team building excitement of our experiential learning events to your next business or sales meeting. Your attendees will not only have fun -- they’ll remember the business results your meeting was designed to produce. Our curriculum can be customer tailored to fit your agenda, your budget, and your business and sales meetings’ objectives.
- *TeamWorxsm*: An advanced group process and consulting software tool that provides an effective method of gathering data and information in a wide variety of business applications.

A large portion of the Pecos work is designed to fit into the cultural strategy of the integrated organizational transformation process. Some of the Pecos processes cross into the business strategy, particularly in *Changing*

the Gamesm and *Changing Business Resultssm*. The intent of all of the processes is to create measurable business results for the customer's organization.

Olympic Performance, Inc. / John Inman and Associates

We believe in the old adage: "People don't care how much you know until they know how much you care." We invest a considerable amount of time up front with you so that we can truly understand what you envision as an outcome of transformation and what your concerns are.

We specialize in providing training, consulting and assessment to help companies achieve the highest possible level of performance. The foundation of our work is based on the integration of the organizational community and is called Total Value Management.

We approach your organization as having individual needs, concerns, and visions. We bring the diverse knowledge, experiences, and skills of our team to your organization and help you design the transformation that specifically meets your needs, concerns and visions. Each intervention we help design and implement is as individual as a finger print; the intervention becomes your process not ours. The envisioned title of our book in process is "*Learning to Fish*" because we believe that you should be able to fully integrate the new methods we offer into your organization so that they become a permanent part of your organizational community.

The types of intervention that our team offers mostly fall within the category of business strategy. We do, however cross over into cultural strategy in our work on competencies, internal customer and mission, vision, and values work.

Types of Intervention

- Transformation Design and Evaluation
- Prime Contracting of Transformation
- General Contracting of Transformation
- Total Value Management
 - Statistical Process Control (SPC)
 - ISO 9000 Certification
 - World Class Manufacturing
 - Total Cycle Time
 - Total Productive Maintenance
 - Total Quality Service
 - Full-Plant Simulations
 - Complex Line-Balancing
 - Strategic Business Planning
 - Strategic Marketing Planning
 - Sales Process Design and Evaluation
 - Internal Customer Training
 - Mission, Vision, Values Development
 - Value Target Development

- Leadership Excellence Acceleration Program, 360 degree leadership assessment tools and training
- Executive Development and Coaching
- Management Consulting Services
- Concerns Based Change, Integrating the Transformation Process