



PURPOSE

The purpose for the Employee Owned Change™ Project is to build a cohesive team unit with the key people on the project so that the environment feels like a closely knit family where co-workers work together in a spirit of cooperation, collaboration and ownership so that the needs and wants of customers/clients are satisfied from the customer's perspective.

EMPLOYEE OWNED CHANGE™ DEVELOPMENT

A healthy organization is one that has a strong sense of its own identity and mission, plus the capacity to adapt readily and constructively to change. This type of organization exhibits independence, optimism, interdependence, and a high degree of responsibility and results.

Employee Owned Change (EOC)™ development actions are rooted in behavioral science principles. These reflect human-centered and participative approaches to management and leadership.

EOC development reflects two aspects of organizational development. They are:

- a way of managing change
- a way of focusing human energy toward specific desired outcomes

Success with any EOC development action rests on the fundamental belief that in an organizational setting the individual members must have the opportunity to grow if a vital organization is to remain healthy or if an ailing one is to revive.

In managing change, the methodology of EOC development is to work in concert with the persons affected by the change. This fosters responsibility in managers which leads to creativity in problem resolution. What is true of individuals then becomes true of the associations they form.

EOC development is also practical and functions as a discipline for focusing energy on specific goals. While most organizations begin purposefully, the goals of groups give way to individualistic aims. EOC development recognizes that all energy must be volunteered by individual managers. The wants and needs of the individual are therefore essential inputs to the goal setting process of the group. If each member participates in forming group goals and in general subscribes to those goals, then a considerable share of his/her energy and the energy of co-workers, begins to work toward a common purpose.

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EOC development actions succeed when leaders proceed by:

- working with managers affected by changes in an organization.
- linking with all those who can influence desired outcomes.
- identifying/forming tentative general goals, which by joint processes, will convert to specific group goals.
- working on improving the quality of relationships from one in which managers are conditioned to interpersonal/conflict (I-you) versus one of collaboration and healthy competition (we-us). To bring about such a change, open communication, collaborative goal setting, and mutual problem solving/decision making must be encouraged.
- building active feedback loops so managers monitor and share in their organization's progress toward the achievement of mutually agreed upon goals.

A schematic representing typical team development concepts follows. While it represents a "typical" flow of events, each situation will vary. This demands adaptation and tailoring of actions to achieve client objectives.

EMPLOYEE OWNED CHANGE™ DEVELOPMENT PHASES

PHASE I NEEDS ASSESSMENT

An MMS consultant meets with each of the key individuals on the project to determine:

- Program comprehension
- Program buy-in
- Past experience working with outside consultants
- Personal resistance to change
- Additional information that could cause the success or failure of the EOC Project
- Participation in team projects

PHASE II SYNTHESIZE INFORMATION

The individual meetings are synthesized into an EOC diagnostic report which illustrates the commitment to an EOC project. The following information is assembled for review:

- Objectives for the EOC project
- Key issues
- Trouble spots
- Problem members
- Relevant history
- Research information relevant to Phase I
- Articles/books/models/background information

PHASE III PLANNING MEETING #1

The core group meets with one or two MMS Consultant(s) to plan the EOC project. Information from Phase II is presented with an eye to:

- Identify and define roles
- Build the rapport of the core group
- Review the mission statement and/or goals

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- Agree upon the purpose of the project
- Choose the project's objectives
- Assign tasks
- Coordinate group assignments
- Discuss information from individual meetings anonymously
- Solve problems about key member buy-in
- Negotiate solutions in a positive mode
- Ask questions about the project
- Agree on problem areas
- Reach consensus about program curriculum
- Prioritize issues to be discussed
- Choose a leader or leaders who will give final approval for the EOC curriculum.

PHASE IV RESEARCH AND DEVELOPMENT

The MMS team of consultants researches and develops the curriculum as agreed upon in Phase III. Films are previewed, materials are organized, information is gathered and produced for final approval by the planning core group.

PHASE V PRESENTATION OF MATERIALS FOR FINAL APPROVAL

In as much as the curriculum design is a collaborative effort between the MMS team and the client, a final review of the curriculum is essential so that there are no surprises on EOC day.

PHASE VI EMPLOYEE OWNED CHANGE (EOC)™ DAY

This is the EOC day as designed in Phase III. Materials have been prepared, and workshop books have been assembled with handouts. An agenda has been prepared and the flow of the day calculated. A normal day would span the time from 9:00 - 5:00 or 6:00 with a break for refreshments during both morning and afternoon and time is also allotted for lunch.

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PHASE VII DEBRIEF

The Core Group assemble with the MMS Consultant(s) to:

- Assess the EOC day
- Review the condition of each member of the group
- Choose the next steps
- Schedule individual coaching, meetings, or interventions that are needed to ensure the success of the project

PHASE VIII TROUBLE SHOOTING

An MMS consultant meets with any individuals who need direction or assistance in becoming part of the team.

N. B.

1. Phases 3-8 are repeated 2, 3, or 4 times depending on EOC goal completion.
2. A MMS consultant works with key people to model team work, successful interactions and communication.

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EMPLOYEE OWNED CHANGE™ PROPOSAL

PHASE	WHAT	WHO	TIME
I	NEEDS ASSESSMENT One on one in-depth interviews Fact finding Probing key issues	Key Directors, Managers 1 MMS consultant	Approx. one hour per person 2.5 Days
II	SYNTHESIZE INFORMATION Assemble data for feedback to management.	1 MMS consultant	1/2 days
III	PLANNING MEETING #1 Feedback information to management Presentation of findings Review materials Review mission statement, goals, etc. Collaboration of curriculum design	1 MMS consultant Key people (core group)	1/2 days
IV	RESEARCH AND DEVELOPMENT of materials for EOC Day I	1 MMS consultant	1 day
V	PRESENT MATERIAL for final approval	1MMS consultant Key people	1/2 day
VI	EMPLOYEE OWNED CHANGE™ DAY	1 MMS consultant	1 day
VII	DEBRIEF To review what happened during the EOC Day To assess the next steps in the process. To divide tasks among key players	1 MMS consultant Key people (core group)	1/2 day
VIII	TROUBLE SHOOTING Individual meetings with those who are not a part of the team	1 MMS consultant Key people (core group)	TOTAL: 6.5 days

NB / Phases 3-8 will be repeated 4 different times (as necessary)