

# TABLE OF CONTENTS

## PART ONE: INTRODUCTION

Acknowledgments viii

About This Book ix

How to Use This Book x

Foreword by Richard Beckhard xii

# PART TWO: ORGANIZATION & HUMAN RESOURCES DEVELOPMENT CASE STUDIES

## I. ORGANIZATION DEVELOPMENT & CHANGE 3

The Broad Band of Organization Development & Change: An Introduction by W. Warner Burke 3

- 1. Kraft Foods 11
- 2. Nortel Networks 39
- 3. ServiceMASTER 64
- 4. SmithKline Beecham 90

- 5. Westinghouse 104
- 6. CK Witco 133
- 7. Xerox 159

### II. LEADERSHIP DEVELOPMENT 185

The Field of Leadership Development: An Introduction by Jay A. Conger 185

- 8. Boeing 191
- 9. Johnson & Johnson 224
- 10. Sun Microsystems, Inc. 281

### III. RECRUITMENT & RETENTION 298

Recruitment and Retention: An Introduction by John L. Sullivan 298

- 11. Advanced Micro Devices 306
- 12. Allstate Insurance Company 337
- 13. Cellular One 356

### IV. PERFORMANCE MANAGEMENT 393

Performance Management: An Introduction by Edward E. Lawler III 393

- 14. Case Corporation 397
- 15. Sonoco 419

### V. COACHING & MENTORING 438

Coaching And Mentoring: New Twists, Old Theme—An Introduction by Beverly Kaye 438

- 16. Dow Corning 442
- 17. MediaOne Group (AT&T) 488

PART THREE: CONCLUSION

Research: OD/HRD Trends And Findings 521

Endnotes 532

About Linkage, Inc. 533

About the Editors 535

Index 537

How to Use the CD-ROM 549





# INDEX

A Absenteeism as quantitative measure, 86 Accountability: areas for improvement, 505; implementation success and, 326; for individual learning, 410; leadership development and, 230; in management practices, 368-371, 430 Ackerman, Linda, 521 Acquisition. See Mergers Action learning: analysis of companies using, 493; J&J study, 241-243; leadership development through, 231-232; lessons learned, 248-250; as tool, 189-190. See also Training and development Action plans. See Development plans Advanced Micro Devices case study, 306-336 Advisory board. See Steering committees Aesop, 522 Allaire, Paul, xiv, 160, 165 Allstate Insurance case study, 337–355 American Society for Training and Development (ASTD), 50 Analysis. See Data analysis; Gap analysis; Needs analysis; Task analysis; Variance analysis Application form: exhibit, 354; online-based, 345; scorable, 344 Arbiter. See Steering committees

Argyris, C., 3 Asp, Pat, 66 Assessments: Advanced Micro Devices, 309-313; Boeing study, 193-194, 196-198; Cellular One, 359–360; change process and, xvi; CK Witco, 136-138; coaching and mentoring in, 494-495; data analysis component in, 23, 71-73; Dow Corning, 444-448; as feedback tool, 36; importance of, 324–325; interviewing process for, 243; on intranet, 431; Johnson & Johnson, 228-230; Kraft Foods, 16, 18-22; lessons learned, 372; MediaOne Group, 494–496; mini-needs, 500; Nortel Networks, 44-47; ServiceMASTER, 71-75; SmithKline Beecham, 94–95; Sun Microsystems, Inc. architecture, 284-285; team-building and, 202-203; Westinghouse, 108-110; Xerox, 163-165. See also Readiness assessments; Self-assessments Assets, people as, 230, 357 Audits: policies and, 363-364; Westinghouse study, 109, 113

Baby Boomers, 309
Balanced scorecard: CK Witco, 138–142;
updates to targets, 145

Bauman, Bob, 91–92, 93, 98
Beckhard, Richard, xii–xx, 3, 96
Behavior (Four Levels of Evaluation), 241, 245–246
Behavioral change. *See* Change processes
Behaviors: aligning culture with, 139–142; brown bag lunch discussions on, 455–456 clarity in desired, 188–189; cultural

brown bag lunch discussions on, 455–456; clarity in desired, 188–189; cultural differences in, 94; links with rewards, 3; SmithKline Beecham study, 98; tracking outcomes of, 245–246; voluntary process and, 458; what and how of results, 403

Benchmarking: competency models and, 186–187; external organizations, 445; lessons learned, 436; Sonoco experience, 426; Xerox study, 161, 170, 171

Benefits. See Business benefits

Benjamin, Beth, 186

Bennis, Warren G., 163

Bernstein, Beverly, 452

Biederman, Patricia Ward, 163

Blake, Robert R., 79

Boeing case study, 191-223

Boyatzis, Richard, 186

Bridges, William, 83

Budgeting: balancing performance with, 435; correlation with initiatives, 522–523; Westinghouse pressures, 107

Burke, W. Warner, 3–9, 69, 96–97

Burke-Litwin model, 96–97

Business benefits: with Dow Corning implementation, 451–452; with HPWS implementation, 14–15; MediaOne Group feedback on, 503; process analysis and, 194–196

Business diagnosis: Advanced Micro Devices, 308–309; Boeing, 193–194; Cellular One, 358; change process and, xiv–xvi; CK Witco, 135–136; Dow Corning, 444; Johnson & Johnson, 226–227; Kraft Foods, 12–13; MediaOne Group, 490–494; model of organizational, 72–73; needs analysis and, 522–523; Nortel Networks, 40–44; reactions and, 4; SmithKline Beecham, 91–94; Sun Microsystems, Inc., 283–284; Westinghouse, 106–108; Xerox, 161–163

Business drivers: business diagnosis and, xv; MediaOne Group, 490; regulatory and, 107

Business issues: Allstate agent selection, 340–341; Dow Corning, 444; executive education program on, 293–294; identifying barriers, 319; importance of defining, 248; with knowledge transfer, 347; lessons learned, 505, 530–531

Business principles: aligning organization with, 228; for design, 143; for facilitation, 77; as operating organization, 144, 145. *See also* Mission statements; Vision statements

Business results: aligning people and work systems with, 15–16; Four Levels of Evaluation, 241–247; lessons learned, 505; as measurement criteria, 407; planning next steps, 23, 36, 423–424; potential and track record of, 287. *See also* Process improvement

Business strategies: alignment with initiative, 372; alignment with training plans, 15–16; Burke-Litwin model, 96–97; CK Witco, 138–142; funding process alignment with, 24; leadership development as, 230; lessons learned, 460, 505; linking with competency, 399; performance appraisal and, 396; performance management and, 394; performance objectives and, 404; SmithKline Beecham study, 97, 100–101; Sonoco study, 426. See also Development plans

Buy-in: generating, 13–14; lessons learned, 436; during system deployment, 428. *See also* Decision making

C

Career development: Advanced Micro Devices study, 309; Boeing study, 199; Case Corporation study, 404–405; Cellular One plan, 361–364; developing formal programs for, 316; Dow Corning study, 448–449, 455; hot career topics discussions, 456; lessons learned, 459; meaning of, 311; performance development and, 320, 326; as priority, 410; promote from within, 443; turnover and, 304. *See also* Self-directed development plans; Skill development

Case Corporation case study, 397–418
Case studies. *See* specific company names
Cellular One case study, 356–392
Certification process: for coaching and
mentoring, 501; tool kits and, 17

Challenges: AMD guidelines and, 312; Case Corporation, 408–409; commonly cited, 530–531; development opportunities and, 314; earlier failed attempts, 135; engaging people, 41; lack of management support, 320; leadership development, 190; measuring performance, 395–396; organizational, 106; recruitment and retention, 298–305; succession planning, 283–284; using technology, 434

Champions. See Change agents

Change: blueprint for transformational, 136; in external environment, 5; improvement of healthcare system and, 68; as key initiative characteristic, 521; kinds of, 42; thinking in total system terms, 4. *See also* Resistance to change

Change agents: implementation and, 525–527; on-the-job support, 48; Westinghouse study, 114–115

Change drivers, 107, 421–422 Change initiatives. *See* Initiatives

Change management tools: for behavioral analysis, 90-103; Change Capability Evaluation, 44–46; examples and templates of, 43; Harvard Business Review article, 51; HPWS, 12-36; implementation, 37; importance of quality in, 323; lessons learned, 372; Lominger, Inc., 287; Mindsolve (online software), 432-433; need for flexible, 406-407; performance management, 401-402; professional development, 80-81; readiness for change, 82-83, 234, 530; in Sonoco study, 427-428, 436; as value-added, 408; Weisbord diagnostic model, 72-73; Westinghouse study, 109, 118. See also Action learning; Competency models; 360-degree feedback

Change processes: Ambassadors of Change network, 48; benefit from Boeing design, 194–196; corporate culture and, 41; creating support for, 65; 8-step survey, 235–236; evaluation in, 46; Johnson & Johnson ECIII study, 231–233; long-range plan development, 23–24; Nortel Network study, 42; organizational approach to, xiv–xx, 229; perceptions and, xiii–xiv; phases in, 4; value-added, 8, 161

Charters. See Team charters CK Witco case study, 133–158 Coach, 201–202, 439, 502

Coaching and mentoring: in assessment process, 494–495; certification for, 501; development methodology, 493; executive development cycle and, 288–290; MediaOne Group coaching options, 497–498; overview, 438–441; peer coaching, 497; private sessions in, 319; Sonoco experience, 427; training to counter resistance, 430

Collaboration, 43, 427

Commitment: CK Witco strategy for, 142; demonstrating visible, 528; design phase activity, 30; lessons learned, 371, 436, 504; management, 364–367; to objectives and culture, xiii; resource maintenance and, 429–430

Communication plan/process: Allstate study, 342; career discussions in, 319; Change Capability Evaluation, 44–46; commitment strategy and, 142; competency models and, 186, 399; continuous process, 402–403; core element of empowerment, 164; implementation issues, 347; integrated service model, 71; key learnings, 530–531; lessons learned, 372, 436, 460; multidimensional, 317; Nortel Network, 42; pulse checks, 49; site visitation in, 359; SmithKline Beecham study, 100–101; support for internal, 366; turnover and, 302; Westinghouse study, 107, 111, 114; Xerox, 167

Compensation: AMD organizational issue, 315; lessons learned, 409; performance appraisal and, 394; performance management and, 428

Competency models: advantages of, xiv, 186–187, 409; brown bag lunch discussions, 455–456; Case Corporation study, 398–400, 404; core competencies and, 435; Dow Corning, 447–448; focus groups and, 491; healthcare environment and, 69; as integrating tools, 283–285; integration results, 459; lessons learned, 460, 505; performance appraisal and, 395; performance measurement and, 186–188; selection based on, 342, 402; SmithKline Beecham, 90–103; Sonoco experience, 422, 426. See also Leadership development

Competitive advantages: with learning agility, 451; recruitment strategies and, 338–339 Confidentiality: Dow Corning training program, 455; as initiative component, 311, 422, 433

Conger, Jay A., 185-190

Consistency: AMD challenges and, 312; implementation issues, 346, 436

Consultation services: Nortel Networks, 43; on-the-job support, 49; organizational consulting, 4

Continuous improvement. See Process improvement

Core competencies. *See* Competency models Corporate culture: aligning with behaviors, 139–142; AMD and, 311, 314; Burke-Litwin model, 96–97; commitment to, xiii; comparison of SKB and Beecham, 93; development responsibilities, 285–286; Dow Corning goals for, 450; employee satisfaction surveys, 85–86; future of, 325; impact on changes, 41; initiatives and, 531–532;

Corporate culture (continued)

leadership development through, 231; "one company," 193–194; separate subcultures, 110; ServiceMASTER, 65–66; shifting, 316, 326; SmithKline program design study, 97; Weisbord diagnostic model, 72–73

Corporate values, 24-25, 27, 97-98

Cost reduction: employee retention, 301–304; evaluating progress, 70, 147–148; learning transfer, 84–85; as result of merger, 135–136; savings with HPWS, 14; turnover and, 316, 358, 451

Credo, Johnson & Johnson, 227, 229, 251
Criteria. See Performance measurement
Critical success factors (CSF): assessments
and, 324–325; Change Capability Evaluation,
46; developing, 24, 26–27; executive
education programs and, 293; follow-up as,
236–237; for leadership development,
229–230; Nortel Networks, 41; obtaining
participation, 401–402; top initiatives,
529–530; variance analysis and, 32;
Westinghouse study, 111, 113–114

Cummings, Thomas, 526

Customer-focused organization: integrated service and, 68; J&J standard, 229

Customer satisfaction: Boeing evaluation, 209; empowerment and, 161; evaluating progress, 147; learning transfer, 84–85; moments of truth, 67; transforming service delivery, 65; Westinghouse program design study, 111; Xerox feedback, 170

Cycles. See Development cycles

### D

Dashboard analogy, 46

Data analysis: Allstate evaluation and, 348; AMD evaluation and, 322; in assessments, 23, 71–73; Case Corporation study, 401; J&J evaluation, 238–240; lessons learned, 504; retention data, 370–371; variance analysis, 30–34

Data collection: Allstate recruitment study, 349–350; Case Corporation study, 401–402; observation method in, 137; organizational consulting, 4; performance management and, 396; in surveys, 72

Databases: centralized Allstate study, 342; feedback from national, 360; implementation issues, 347

Decision making: authority, 169–170; to employee level, 161; lessons learned, 409, 436; in SmithKline Beecham study, 98; work team self-assessment tool, 36. See also Buy-in

Deliverables: CK Witco strategic planning, 138; product type, 43; team charter, 144

Design. See Program design

Development cycles: action learning and, 190; executive, 288–290; individual, 290–296. *See also* Phases

Development plans: areas for improvement, 505; Boeing design elements, 198–203; business results and, 246–247; Case Corporation application, 399–400; creating goals in, 319; MediaOne Group, 493–494; Nortel Networks process, 43; personal, 290–292; responsibilities in, 285–286; service partner and, 83; trends and findings, 521–532. See also Self-directed development plans

Diversity: AMD organizational issue, 315; MediaOne Group increase in, 504; sans frontières, 448

Documentation: for process improvement, 43–44, 169; reviews of, 137 Dow Corning case study, 442–487 Drucker, Peter, 66

### E

Economies of scale, 68

Education. See Action learning; Executive development programs; Training and development; Workshops

Employee satisfaction: challenges in retention, 298–305; improvement in, 166; job enrichment and, 362, 369, 440, 443; learning transfer, 84–85; links with profitability, 451; performance results and, 171; process to determine, 359–360; savings with HPWS, 14. *See also* Surveys

Employer of choice (EOC) recruitment strategy, 299–300

Empowered work groups (EWGs), 160–161, 164–165

Empowerment: core elements of, 164; customer satisfaction and, 161; development responsibility, 285–286; HPWS implementation, 13; individual development cycle, 290–296; integrated service model and, 71; leadership on a personal level, 231; learning interventions, 82; service industry and, 67; surveys on, 177; Westinghouse implementation study, 113; Xerox study, 160, 170

Enabler, change agent role, 526
Energizer, change agent role, 526
Envisioner, change agent role, 526
Evaluating progress: Change Capability
Evaluation, 44–46; change process and,

xix-xx, 5; cost reduction, 70, 147–148; evaluating reengineering progress, 149; feedback as delivery method, 529; for improvements, 36–37; with interviewing, 208–209; Kirkpatrick's Four Levels of Evaluation, 241–247; mechanisms for, 49–50; multiphased approach, 71; for performance measurement, 85–86; as process component, 528; for process improvement, 36–37. *See also* Evaluation (case study); Measurement and evaluation processes

Evaluation (case study): Advanced Micro Devices, 321–324; Allstate Insurance, 348–349; Boeing, 208–209; Case Corporation, 408; CK Witco, 142–149; Dow Corning, 457–459; Johnson & Johnson, 238–247; Kraft Foods, 36–37; MediaOne Group, 502–506; ServiceMASTER, 85–86; SmithKline Beecham study, 97–101; Sonoco, 434–435; Sun Microsystems, Inc., 296; Westinghouse, 111–117; Xerox, 165–167, 169–170. See also Evaluating progress

Executive development programs: areas for improvement, 505; Boeing, 193, 199–203; competency models and, 491; core competencies, 283–284, 422; critical success factors and, 293; enhancing skills, 405–406; lessons learned, 371; mandatory training, 367–368; MediaOne Group coaching options for, 498; networking in, 207; on-the-job support, 502; partnership model and, 294; Sun Microsystems, Inc., 288–290, 295; supporting career development and, 320. See also Executive support; Leadership development; Succession planning; Training and development

Executive support: AMD guidelines and, 312–313, 316, 323; Boeing study, 208; cascading approach implementation, 500; as critical success factor, 530; of initiatives, 525; for internal communications, 366; leadership development accountability, 230; lessons learned, 371, 409, 460; performance management and, 394; senior management and, xiv, 401. *See also* Executive development programs; On-the-job support; Organizational support

Exit management: Boeing study, 207; interview standards, 310; result of interviews, 368–369

External environment: Burke-Litwin model, 96–97; develop strategic relationships in, 43; SmithKline Beecham assessments for, 95

F

Facilitation: Change Capability Evaluation, 46; lessons learned, 460; Nortel Networks service for, 43; principles, 77; skills in, 17

Farren, Caela, 452

Feedback: commitment strategy and, 142; compared with national database, 360; developing mechanisms for, 43; as development essential, 295–296; as evaluation delivery method, 529; executive development cycle and, 288–290; importance of, 51, 248–249; mechanisms, 49–50; multirater, 94, 98; organizational consulting, 4; separating pay and development, 395; SmithKline Beecham study, 98–100; survey questions, 235–238; tool refinement with, 402; for training improvement, 428–429; used during Westinghouse assessment, 110; work team self-assessment tool, 36. See also 360-degree feedback

Feyerherm, Ann, 526
First curve concept, 68
Fisher, Donna, 207
Flexibility: as key to success, 406–407; technology and, 431–432

Focus: on change needed, 5; implementation and, 346, 453; importance of, 326; leadership standards as, 244; shifting to big picture, 243

Focus groups: Case Corporation study, 400–401; MediaOne Group, 490–491; method to collect data, 137; reducing resistance to change, 525; used during Westinghouse assessment, 109

Follow-up: as critical success factors, 236–237; importance of, 240, 248–249; lessons learned, 372; MediaOne survey, 503–504; mini-metrics, 495–496

Four Levels of Evaluation, 241–247, 457, 502–504

Free agent concept, 298–299 Funding process: alignment with business reasons, 24; Kraft Foods business case, 15–16

G

Gailbraith, J., 3
Gap analysis: Case Corporation study,
400–401; Change Capability Evaluation, 45;
CK Witco, 133–158; HPWS implementation,
16; MediaOne Group, 490; for skill
development, 492
Generation X, 308–309, 311

Global organization: applications within, 406–407; implementation results for, 458; J&J objectives as, 228

Goal setting: Dow Corning study, 449–451; for professional development, 319; Sonoco experience, 427; work team self-assessment tool, 36

Greenfield, 13

Greenleaf, Robert K., 66

Group dynamics, action learning and, 189–190

Growth constraints: AMD business case, 308–309; lack of management support, 320; shortage of leadership talent and, 185–186; turnover and, 302, 441

Guidelines: AMD implementation, 311–313; behavior-based, 344–345; Change Capability Evaluation, 44–46

Gutteridge, Thomas, 452

### Н

Harvard Business Review: article with tool, 51; reducing resistance, 525; Toward a Career Resilient Workforce, 310 Headhunters, Dow Corning experience, 444 Herzlinger, Regina, 68 High performance work system (HPWS): Kraft Foods change management tool, 12-36; Xerox business diagnosis, 161–162 Hofman, Debra, 42 Human resource development, 521-532 Human resource systems: AMD one-stop shop, 321; Case Corporation study, 399-400; changing roles in, 326-327; implementation issues with, 346; integrating processes in, 402-403; link with scorecards, 141-142; on-the-job support, 502; resume tracking system in, 345, 349-350

### Ι

Implementation: Advanced Micro Devices, 311–313, 316–318; Allstate Insurance, 345–348; Case Corporation, 407–408; categories of change agents and, 526; change and, 5; deployment fundamentals, 234; Dow Corning, 452–457; HPWS phase, 16, 18–37; Johnson & Johnson, 235–236; knowledge transfer issues, 347; lessons learned, 459, 504; MediaOne Group, 500–502; multiphased approach, 71; Sonoco, 428–431; success stories, 459; Sun Microsystems, Inc., 286–288 Improvement. See Process improvement Indicator, 141

Information gathering: during assessment, 71–73; CK Witco, 136–137; key performance measures and, 141

Infrastructure: Boeing's redesign process, 196–198; linkages and, 314

Initiatives: alignment with strategic plans, 16, 372; backgrounds, 521; confidentiality as component, 311, 422, 433; critical success factors for, 529–530; evaluating progress, 148–149; importance of assessments, 324–325; most effective components of, 531; organization development, xii–xiv; prioritizing, 249; top reasons for, 523

Integration: AMD organizational issue, 315; with compensation, 428; competency models and, 187–188, 459; of leadership learnings, 245–246; lessons learned, 409; multiphased approach, 71; performance management and HR processes, 405–406; solutions for, 40, 44, 46; Sonoco's next steps, 436

Internet: AMD use of, 321; as recruiting tool, 345; recruitment and retention and, 303; web sites, 43, 420. *See also* Intranet

Interventions: coaching and mentoring as, 438–441; deployment of multiple, 8; for learning, 82; Nortel Networks, 47–48; organizational consulting, 4; service partners and, 81

Interviewing: evaluating progress, 147–148, 208–209; executive expectations from, 197; exit management, 368–369; identifying turnover reasons, 303; job analysis and, 341; MediaOne Group, 490, 491–493; method to collect data, 137; for needs analysis, 444–445; as part of assessment process, 73, 243; SmithKline Beecham study, 94, 97–98; standards for, 310; structured Allstate study, 344–345

Intranet: AMD use of, 321; Change Capability Evaluation, 44; as communication device, 359; online assessments on, 431; pages for management, 364; self-managed development plans, 80–81; Sonoco study, 429–430; tool kit distribution via, 17. See also Internet

### J

Jackson, Peter, 96 Job satisfaction. *See* Employee satisfaction Johnson, Robert Wood, 227 Johnson & Johnson case study, 224–280

### K

Kaye, Beverly, 362, 438–441, 449, 452 Key performance measures (KPM), 141 Kirkpatrick, Donald (Four Levels of Evaluation), 241–247, 457, 502–504 Kiser, Glenn A., 77 Kraft Foods case study, 11–38

L

Larsen, Ralph, xiv, 186, 227

Lawler, Edward E., III, 3, 393–396

Leadership: Burke-Litwin model, 96–97;
Change Capability Evaluation, 45;
developing individual, 233–234, 243, 296; in
integrated service model, 69; J&J leadership
standards, 228, 252; need for strong, 8, 50;
profiles of, 284–285; role in redesign, 166;
ServiceMASTER program design, 75;
SmithKline Beecham study, 97, 98; talent
shortage, 185; Weisbord diagnostic
model, 72; Westinghouse program design
study, 111

Leadership council. See Steering committees
Leadership development: Boeing redesign
process, 194–198; on individual basis,
233–234; Johnson & Johnson, 229–230;
MediaOne Group, 490, 498–499; overview,
185–190; as process improvement, 496;
results of, 246–247; ServiceMASTER, 77–80;
Sonoco systems, 422–424; through action
learning, 231. See also Competency models;
Executive development programs

Learning (Four Levels of Evaluation), 241, 243–245

Learning agility: competitive advantage with, 451; recognizing potential leaders and, 287

Learning anxiety, 75 Learning mode (double-loop), 79 Learning transfer, 84–85

Legal requirements: implementation issues, 347; selection process and, 342

Leschly, Jan, 101

Lessons learned: action learning, 248–250; Advanced Micro Devices, 324–327; Case Corporation, 408–409; Cellular One, 371–372; Dow Corning, 459–460; feedback and evaluation mechanisms, 49–50; key learnings, 530–531; MediaOne Group, 504–506; Nortel Networks, 50–52; Sonoco, 435–436; Westinghouse, 116–117

Lewin, Kurt, 4 Liebowitz, Zandy, 452 Litwin, G. H., 96–97 Lominger, Inc., 284, 287 Lucas, Bob, 139 M

Management practices: accountability in, 368–371, 430; enhancing skills, 405–406; management awareness in, 23, 80–81, 111, 285–286, 455

Manager, 439, 451

McLean, Gary, 526

Measurement and evaluation processes: AMD guidelines, 312; Cellular One plan, 368–371; continuous improvement efforts in, 431; HPWS process improvements, 13, 14; learning transfer, 84–85; lessons learned, 372; monitoring HPWS, 16, 34–36; overtime, 86; performance appraisals as, 395; rating management effectiveness, 365; turnover costs, 301–304, 316, 358, 451. See also Evaluating progress; Performance measurement

MediaOne Group (AT&T) case study, 488–517

Mentor, 439

Mergers: areas for improvement, 506; CK Witco, 135–136; SmithKline Beecham, 90–103

Metrics. See Performance measurement Milestones: importance of, 51–52;
Westinghouse implementation study, 113 Mindsolve (online software), 432–433
Mission statements: Burke-Litwin model, 96–97; developing, 24–25; Dow Corning, 449; SmithKline Beecham study, 98–100; Weisbord diagnostic model, 72

Morale. *See* Employee satisfaction Morrison, Ian, 68

Motivation: challenges in engaging people, 41; developing ownership, 244; intervention examples, 47; resistance encountered, 430; retention and, 301–304

Mouton, Jane S., 79 Multiskilling, 69, 75 Myers-Briggs Type Indicator (MBTI), 94, 96–98

N

Needs analysis: business diagnosis and, 522–523; Dow Corning experience, 444–448; MediaOne Group, 491–494; used during Westinghouse assessment, 109
Needs assessment. See Assessments
Newsletters: as product type deliverable, 43; pulse checks, 49; response to, 459; ServiceMASTER, 88
Newton, Isaac, 523
Nortel Networks case study, 39–63

0

Obstacles. *See* Challenges
On-the-job support: AMD Career Partnership, 318–321; change process and, xix; developmental experiences, 292–294; executive coach, 502; Johnson & Johnson study, 236–238; leaders developed with, 230; MediaOne Group study, 498, 502; Nortel examples, 48–49; SmithKline Beecham study, 100–101; Westinghouse study, 114; Xerox study, 167–169. *See also* Executive support; Organizational support Operating principles. *See* Business principles Organization effectiveness models, xiv, 69, 71, 75

Organizational assessments. See Assessments Organizational support: for communication plan/process, 366; creating, 65; as critical success factor, 530; Dow Corning results, 458; growth constraints and lack of, 320; lessons learned, 372; need for human resources, 230; techniques to enlist, 527; technology, 345. See also Executive support; On-the-job support

Orlikowski, Wanda, 42 Outcomes. *See* Tracking outcomes Overtime, 86

Ownership: core element of empowerment, 164–165; lessons learned, 409; motivation and, 244; "stars" and, 341

D

Partnership model: Dow Corning implementation, 456–457; executive education programs and, 294; implementation issues, 347; ServiceMASTER, 70, 75–77

Peer coaching, 497

People development: focus on, 50; mastering as J&J standard, 229; responsibility for own, 230; ServiceMASTER and, 66; as Sonoco objective, 421; Weisbord diagnostic model, 72. See also People systems; Self-directed development plans

People systems: Ambassadors of Change network, 48; Change Capability Evaluation, 45–46; consistent criteria in, 410; decision making to employee level, 161; employee testing, 109; evaluating progress, 147; interpersonal change, xiii–xiv; people as assets, 230, 357; performance agreement, 404; workforce awareness, 23. See also Human resource systems; People development; Work systems

Perceptions. See Change

Performance appraisal: business strategy and, 394; lessons learned, 505; responsibilities in, 429; Sonoco process, 424

Performance management and development: blueprinting process, 400–401; career development and, 320, 326; Case Corporation, 399–400, 403–405; Change Capability Evaluation, 45; compensation and, 428; effective components of, 425–426; employee morale and, 171; enhancing skills in, 405–406; overview, 393–396; SmithKline Beecham study, 100–101; Sonoco systems, 422–424; systems for, 432. See also Development plans; Self-directed development plans

Performance measurement: 360-feedback process and, 233–234; competency models and, 186–188; criteria for, 205, 407; evaluating progress, 85–86; key performance measures, 141; recruiting strategy and, 301; ServiceMASTER program design, 75; Xerox experience, 170. See also Balanced scorecard; Measurement and evaluation processes

Performance standards. *See* Standards Phases: Allstate recruitment and selection process, 339–340; AMD learning activity, 317–318; in change process, 4; HPWS implementation, 16, 18–37; multiphased approach, 71. *See also* Development cycles Pollard, C. William, 88

Power: lines of business and, 41; pendulum swing to worker, 298–299

Principles. *See* Business principles Prioritization: areas for improvement, 505; development and, 403

Problem-solving situations. See Action learning Process analysis. See Change processes Process improvement: CK Witco TOPS model, 143–144; documenting, 43–44, 169; Dow Corning training program, 455; evaluation of, 36–37; HPWS implementation, 16, 34–36; leadership development as, 496; MediaOne Group philosophy for, 504; reengineering responsibilities, 41; ServiceMASTER CVIP,

75. See also Business results
Productivity: business case for Kraft Foods, 13;
evaluating progress, 147–148; as reason for
initiative, 523; turnover and, 358

Profitability: employee satisfaction and, 451; executive education program on, 294; turnover impact on, 358; Westinghouse, 107 Program design: activities, 29–30; Allstate

Insurance, 342–345; AMD, 314–316; Boeing,

194–207; Cellular One, 360–361; change process and, xvi–xvii; CK Witco, 137–138, 142–146; Dow Corning, 448–452; HPWS phase, 15–16, 28–34; Johnson & Johnson, 231–234; Kraft Foods, 23–24; Kraft Foods methods, 28–29; leadership role in, 166; MediaOne Group, 496–500; multiphased approach, 71; ServiceMASTER, 75–85; SmithKline Beecham, 95–97; Sonoco system, 426–428; Sun Microsystems, Inc., 285–286; trend in change initiatives, 526; Westinghouse, 110–111; Xerox, 165–167. See also Work systems
Project management, 204–207

Q

Quality. See Evaluating progress; Measurement and evaluation processes

Quantitative measures. See Performance measurement

### R

Reaction (Four Levels of Evaluation), 241–243
Readiness assessments: CK Witco, 142–143;
feedback on wording, 49–50; learning
interventions, 81–82
Readiness for change: change management

Readiness for change: change management tools, 82–83; deployment and, 234; resistance and, 523–525; as theme for success, 530. *See also* Resistance to change

Recruitment strategies: employer of choice (EOC), 299–300; Internet and, 303; MediaOne Group, 504; process phases, 339–340; professional competitiveness in, 338–339; technology and, 340, 345, 349–350. *See also* Retention strategies; Turnover

Redesign. See Program design

Refreezing, xiv

Research: MediaOne Group, 490, 493; OD/HRD trends and findings, 521–532

Resistance to change: AMD assessment of, 311; commitment strategy and, 142; culture and, 326; HPWS implementation, 16; identifying barriers and, 319; reducing, 244; ServiceMASTER program design, 75; Sonoco experience, 430–431; types encountered, 523–525. See also Readiness for change

Resources: Dow Corning training program, 455; leveraging existing, 250; library of materials as, 82–83; maintaining commitment with, 429–430

Results. See Business results

Retention strategies: areas for improvement, 505; career development and, 324; Cellular

One program, 360; costs of turnover, 316, 358, 451; data analysis, 370–371; employee satisfaction challenges, 298–305; intellectual capital and, 357; lessons learned, 371; systemic approach to, 315–316. See also Recruitment strategies; Turnover Reviews: for documentation, 137; executive

development cycle and, 288–290; implementation issues, 347; scheduling regular, 365; Sonoco employee, 423

Reward and recognition programs: AMD guidelines, 312; competency models and, 186, 188; links with behavior, 3; performance appraisal and, 394–395; turnover and lack of, 302; Weisbord diagnostic model, 72; Westinghouse study, 112–113; Xerox programs, 168–169

Role clarification: career development and, 320; design phase activity, 29; during implementation, 408; leadership development model, 77–80; lessons learned, 248, 371–372; in performance appraisals, 396; responsibilities matrix, 144–145; self-assessment tool, 36; Sonoco objective, 421; tool kit certification, 17
Rosso, Jean-Pierre, xiv, 398
Rothwell, William, 526

S

Rucci, Anthony, 451

model and, 67

Safety culture: savings with HPWS, 14; subcultures within, 110; Westinghouse, 106, 111, 114-115. See also Measurement and evaluation processes Savings. See Cost reduction Schein, Edgar H., xiii-xiv, 3, 72 Second curve concept, 68 Selection process: Allstate study, 340–341, 344-345; Boeing design elements, 203-205 Self-assessments: AMD program, 319; Kraft Foods HPWS implementation, 35-36; Sonoco process, 423-424; technology and, 432 Self-directed development plans: Career Fitness workshops and, 454-455; Cellular One study, 361-364; commitment to, 240; competency acquisition and, 403; on-the-job support, 502; self-managed via intranet, 80-81; Sonoco system, 425. See also Development plans; Skill development Senge, Peter, 451 ServiceMASTER case study, 64-89 Shadowing, 48 Silos: AMD guidelines and, 312; healthcare

Site visitation: as communication device, 359; ServiceMASTER program design study, 80

Skill development: in facilitation, 17; gap analysis in, 492; learning interventions, 82; multiskilling, 69, 75; in performance management, 405–406; technology and, 431; during training, 244–245. *See also* Career development; Self-directed development plans

SmithKline Beecham case study, 90–103 Society for Human Resource Managers (SHRM), 50

Sonoco case study, 419-437

Stakeholder collaboration: commitment strategy and, 142; lessons learned, 504; reducing resistance to change, 525; Sonoco experience, 427; Westinghouse study, 107, 116

Standards: as customer-focused organization, 229; exit interviews, 310; for leadership, 228, 230; portfolio of consistencies, 327; scorable application form, 344; through integrating applications, 402–403. *See also* Performance measurement

Statistics. See Data analysis

Steering committees: CK Witco, 142; design phase activity, 29; Dow Corning study, 445–446; overseeing change process, 24; project approval, 148–149; ServiceMASTER advisory board, 70; SmithKline Beecham MMC, 95–97; Sun leadership council, 294–295; team implementation efforts and, 145

Stonecipher, Harry, 193

Strategies. *See* Business strategies; Recruitment strategies; Retention strategies

Succession planning: lessons learned, 505; MediaOne Group improvement in, 504; Sonoco process for, 423; Sun Microsystems, 186

Sullivan, John, 298–305

Sullivan, Roland, 526

Sun Microsystems, Inc. case study, 281–297 Support. *See* Executive support; On-the-job support; Organizational support

Surveys: AMD evaluation, 322–324; Boeing evaluating progress, 208–209; data collection in, 72, 137; employee expectation, 444–447; employee satisfaction, 85–86, 359–360, 370; empowerment, 177; Johnson & Johnson study, 235–238; MediaOne Group follow-up, 503–504; mini-metrics, 495–496; organization assessment, 18, 22–23; post-implementation, 168; process

effectiveness, 434–435; pulse checks, 49; SmithKline Beecham study, 94–95, 98–100; Sonoco questionnaire, 424; used during Westinghouse assessment, 109; Xerox business diagnosis, 163–165, 171

SWAT team approach, 72

Systemic approach: to employee retention, 315–316; lessons learned, 372; linkages throughout AMD and, 314; for selection process, 343; Westinghouse study, 104–132. *See also* Work systems

Systems. See Human resource systems; People systems; Work systems

T

Task analysis: Allstate study, 341–342; used during Westinghouse assessment, 109

Team-building, 96; areas for improvement, 505; assessment processes and, 202–203; Boeing study, 205–206; charter as deliverable, 144; GRID seminar, 83; learning interventions, 82; multiskilling and, 69, 75; ServiceMASTER program design study, 79–80; SmithKline Beecham study, 90–103; team leadership learning, 243–245; understanding, 3; Xerox Teamwork Day, 172–175

Team charters: Cellular One plan, 367; CK Witco, 142, 145; as deliverable, 144; design phase activity, 29

Technology: Allstate selection system and, 342–343; Change Capability Evaluation, 45; lessons learned, 409; leveraging, 431–434; performance appraisal and, 396; in recruitment process, 340; strategy for recruitment and selection, 345, 349–350

Templates: importance of, 51; interviewing, 491–492; tools and, 43

Testing: Allstate screening model, 340–341, 344

360-degree feedback: Boeing study, 198;
Case Corporation application, 399–400;
competency acquisition and, 403; integration
with performance management, 425–426;
Johnson & Johnson program, 186, 235–236;
leadership and, 233–234, 284–285; lessons
learned, 504; MediaOne Group, 493–495,
500, 503–504; online software, 432–433;
performance appraisal and, 396;
SmithKline Beecham, 96; Sonoco, 422, 424,
436; Sun executive survey, 295–296;
technology and, 431; as tool, 188–189.
See also Feedback

Tools. See Change management tools

Tracking outcomes: of behavioral changes, 245–246; at monthly meetings, 360; planning ahead for, 249; for training and productivity, 15

Training and development: AMD program, 316-321; continuous learning for leaders, 80-81; to counter resistance, 430; courses as product type deliverable, 43; design phase activity, 30; HPWS implementation, 14-16; as key to deployment, 428; for knowledge application, 245; Kraft Foods business case, 23-24; leadership development model, 77-80; lessons learned, 371-372; management participation in, 366, 402, 405-406; need for adaptable, 406-407; Nortel Network, 42; paradigm shift in, 453-454; preferred learning formats, 507; presentations as, 249-250; ServiceMASTER, 66, 75; Sonoco system, 425; supervisory, 424; team leadership, 243-245; Westinghouse study, 112; Xerox study, 166-167, 178. See also Action learning; Executive development programs; Workshops

Tulgan, Bruce, 308 Tumpeer, David, 134 Tumpeer, Julius, 134

Turnover: causes of, 310, 441; costs of, 316, 358, 451; employee retention, 301–304; evaluating progress, 147; lessons learned, 371–372; natural lifecycle and, 369; as quantitative measure, 86; reducing with systemic approach, 315–316. See also Recruitment strategies; Retention strategies

U Unfreezing, xiv V Variance, 30–31 Variance analysis, 30–34 Vision statements: CK Witco, 142; developing, 24–26; maps as deliverables, 43; shift to implementing, 246

W

Web sites: as product type deliverable, 43; Sonoco, 420. *See also* Internet; Intranet Weisbord, Marvin, 72–73
Wendt, Henry, 91–92, 93, 96
Westinghouse case study, 104–132
Wilson Learning, 162
Wishnick, Robert, 134
Work groups: empowered work groups
(EWGs), 160–161, 164–165; self-assessment tool, 36

Work systems: Cellular One plan, 361–367; Kraft Foods redesign, 13; people systems and, 15–16, 29; system analysis, 30; system totality and, 4–5; variance analysis of, 31–32. *See also* High performance work system (HPWS); People systems; Program design; Systemic approach

Workshops: change agent workshops, 48; executive programs, 292–294; leadership intensive workshop, 199–201; on policy, 364; 360 debrief workshop, 496–497; training and development, 48, 138–139. *See also* Action learning; Executive development programs; Training and development

X Xerox case study, 159–184

Z Zone teams and multiskilling, 69, 75