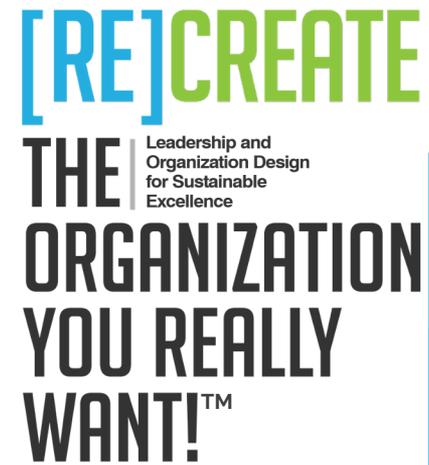


5. E3 People

Lab Workbook

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Version 22.04.01



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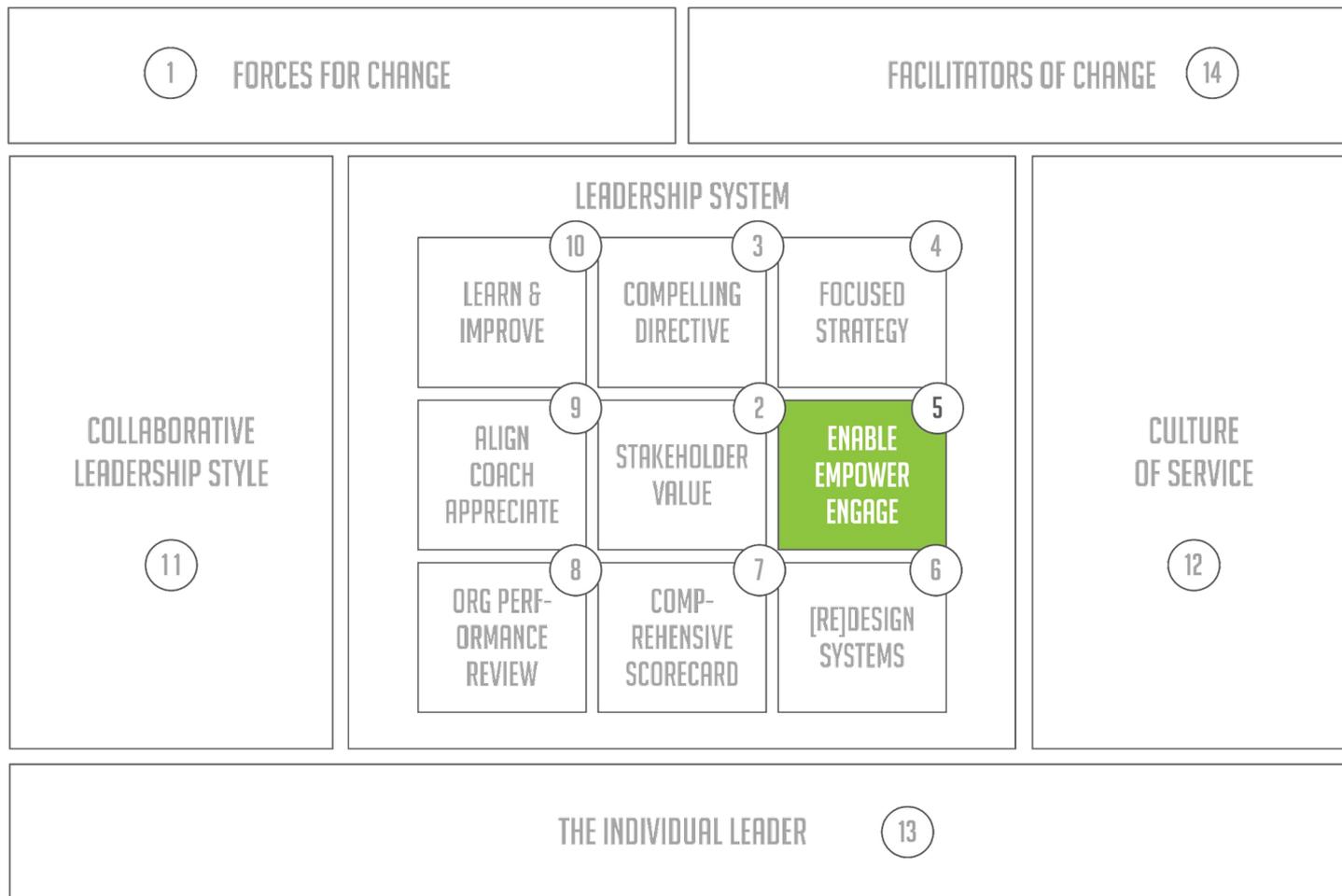
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LEADING TRANSFORMATION FRAMEWORK



Objectives

Understand the Enable, Empower, and Engage (E3) People concepts, components, and relationships and how they contribute to leadership and organization [re]design for sustainable excellence.

Workforce Capability & Capacity - Identify the workforce capabilities and capacity for each strategic goal.

Communication Plan - Develop a communication plan for the major messages that are essential to achieving the strategy.



Workforce Capability and Capacity – **Instructions** + Examples

Strategic Goal	Workforce Capability	Workforce Capacity
<p>1. Identify the strategic goals from the previous module.</p>	<p>2. Identify the workforce capabilities needed to accomplish each goal.</p>	<p>3. Identify the workforce capacity requirements for each capability identified.</p>
<p>Increase top line revenue through increased repeat and referral business due to improved customer service.</p>	<p>Customer service reps with superior interpersonal and problem solving skills under stressful conditions. We do not have the "in house" ability to train for these.</p>	<p>Need a total of 450 customer reps at two different locations (countries). We currently only have 327 combined between the two locations.</p>

Workforce Capability and Capacity - Worksheet

Strategic Goal	Workforce Capability	Workforce Capacity

Communication Plan - **Instructions**

Message	Medium	Sender	Audience	Frequency
<p style="text-align: center;">1. Identify the message or type of message.</p> <p style="text-align: center;">Include purpose and key content elements in the expanded description.</p>	<p style="text-align: center;">2. Identify the medium or media and whether it is a one-way or two-way medium or forum.</p>	<p style="text-align: center;">3. Identify by position who the person or persons are who deliver this message.</p> <p style="text-align: center;">Describe the rationale for choosing these particular people in the expanded description.</p>	<p style="text-align: center;">4. Identify the audience including a profile of the typical audience member.</p> <p style="text-align: center;">You may have several types of audience members and you may need to create a separate line for each.</p>	<p style="text-align: center;">5. Identify how often this type of message is delivered. Some messages may be regularly scheduled, continuous via 24x7 accessible media, or ad hoc such as a one-time occurrence.</p>

Communication Plan - Example

Message	Medium	Sender	Audience	Frequency
Strategy	All "hands" F2F meeting - Primarily One-way	CEO	All employees	Annual
Strategy Update	Tele-conference - Two-way	CEO	All employees	Quarterly
Operations Plan	Small group F2F meeting - Two-way	COO	Value chain SVPs & VPs	Weekly
Work Plan	Small group F2F meeting - Two-way	Supervisor	Direct Reports	Daily
Employee Benefits Update	Email & Webinars - Primarily One-way	SVP HR	All applicable employees	Ad hoc - when change occur

Communication Plan - Worksheet

Message	Medium	Sender	Audience	Frequency