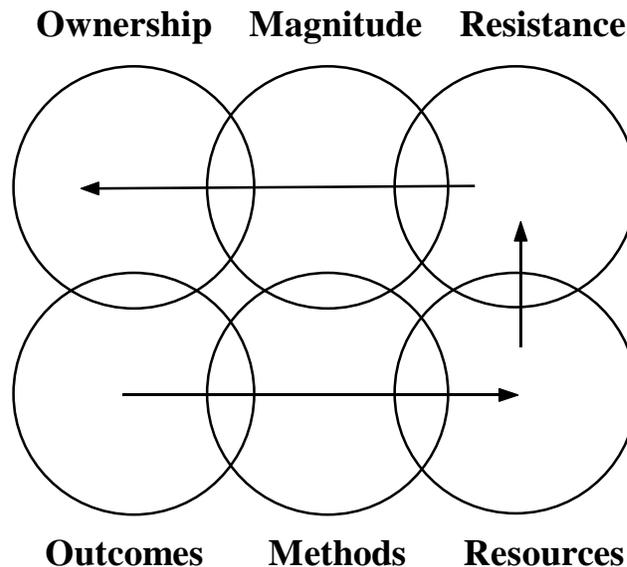


OMR²

OMR² is primarily used as a mental model to assist with planning. The OMR model system has a strong and direct relationship with RGB Technology.



Rules of Change

OUTCOMES 1st
METHODS 2nd
RESOURCES 3rd

Reduce **RESISTANCE**
by balancing **MAGNITUDE**, and
developing **OWNERSHIP**

**Involve those who have a stake in your success - -
right from the start!**

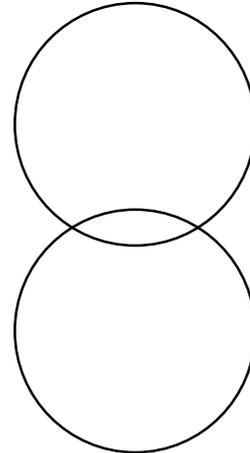
Ownership -- to be Developed for the Outcomes.

Given the equation our model suggests, ownership ought to be developed in the outcomes to be achieved before it is developed in any methodology. All too often, change agents who are uninformed try to develop ownership in new methods prematurely.

Without an understanding and commitment to the outcomes to be achieved, methods to attain an unwanted objective will likely fail.

Ownership in the outcomes to be achieved is central to any change effort. Without it, people will resist in open ways, and they will resist by withholding their commitment and energy.

Ownership



Outcomes -- to be Achieved by Change efforts.

What is to be achieved through the change effort? What is the ultimate outcome? In "downsizing" for example, the immediate outcome is cost savings, but the ultimate outcome is organizational health and viability.

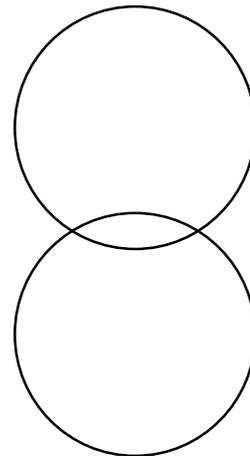
Any organization that cannot afford to retain a too-large staff will go out of business. Cost cutting is a measure to achieve viability. Often the outcomes of "downsizing" can be applauded more readily than the methods used to achieve the more streamlined organization.

Outcomes

Magnitude -- of the Methods Engaged.

Magnitude is tied directly to the selected and engaged methods. People will resist adopting methods or processes that they cannot understand because they are incomplete, inconsistent, or too complex. Often, methods need to be simplified and time spent on training before the ill effects of high Magnitude can be overcome. Again, ownership must be developed. People, when possible, need to be able to contribute to the methodology once they have committed to the outcomes to be achieved. Too often, over zealous managers go too far in completing a plan for implementation and then run into trouble "selling" the idea to those who must implement it. A better approach is always to engage the talents of those who must achieve an outcome in the design of methods to be used.

Magnitude



Methods -- to be Engaged to Achieve Desired Outcomes.

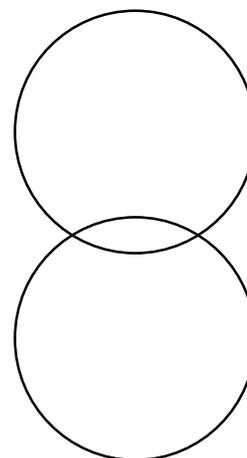
All outcomes can be achieved in more than one single way. Alternative methods ought to be explored and prioritized in some reasonable fashion: cost effectiveness, people-orientation, customer satisfaction, return on investment, or some other reasonable criteria. Typically, more than a single option can be effectively implemented with optimum results. Determining the implications of each alternative on organization culture is an imperative. Selections will affect individual performance and team productivity in both direct and indirect ways.

Methods

Resistance -- to the use of Resources Applied.

Resistance is a natural phenomenon always associated with the change process. It is useful to categorize the resistance into either resistance to the outcomes to be achieved, or resistance to the methods that will be used to achieve those outcomes. Any approach to overcome resistance must be well grounded in one or both of these two possibilities. The priority in overcoming resistance must also be clear: Outcome first, Methods second.

Resistance



Resources -- to be Applied to the Engaged Methods.

Once methods have been prioritized, selected, and implemented, they will consume resources. At minimum, those resources will likely include the time and attention needed for implementation. Unacceptable methods will potentially be avoided when commitment for implementation is low. In other words, resistance to the application of resources may be high making it difficult to implement change.

Resources

Resistance may be either to the methods selected, or to the direction established by the outcomes to be achieved. Resistance must be known so that appropriate resistance reducing methods can be engaged.